

A
WOMAN'S GUIDE
TO EARNING
A GOOD LIVING

BY ELMER WINTER

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NEW YORK

1961



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I DEDICATE THIS BOOK TO MY WIFE,
NANNETTE, AND MY THREE DAUGHTERS, SUSAN,
LYNN AND MARTHA, TO WHOM I AM DEDICATED.

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In the preparation of this book, I have had the valuable help of a great number of people—too many to thank individually.

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E. W.

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Introduction

"COME IN, PLEASE. We're so glad you've decided to discuss your work plans with us."

This is the sort of welcome which, during the past twelve years, has been extended by my colleagues and me to more than two million women throughout America.

It is an established fact that more women today than ever before in history are seeking employment on either a full-time, a part-time or a temporary basis. At the present time in the United States, there are more than 22 million women working at paid jobs. Thirty per cent of all married women in this country draw pay checks. Think of it—almost one out of every three. Fifty years ago, when woman's place was thought to be in the home by everyone except a few crackpots, such a circumstance would have seemed as fantastic as a rocket to the moon. And now look at what's happened!

Moreover, the tendency to work is contagious. As women see their friends getting a job and liking it, they too become interested in the whys and hows for themselves. And that is the reason for my writing this book.

Only a few months ago a young housewife stopped by at our Milwaukee office—let's call her Kay. Before her marriage she had been a bookkeeper, and a good one, too. Now her two little boys were at school, and she had time to work. They could certainly use the money toward a new and larger home. "But," said Kay with tears in her eyes, "I've grown so rusty, why should anyone employ me? Anyway, I could only work part time." Well, it took a bit of doing on our interviewer's part, but she is an expert in these situations. Now Kay is working three mornings a week as a bookkeeper at a retail specialty shop not far from her home. She swears that

never again will she be without the extra income or, even more important, the confidence in herself that her work has brought her. Quite a switch from her self-doubts in the beginning.

Kay's case and its working out are typical. Whatever doubts and reservations you yourself may have, they are shared by thousands of women. Is it the prospect of an interview that frightens you? Do you feel you are too old, at forty-odd, to begin a new career? Are you worried about who will look after the children if you take a job? Are you completely at a loss how and where to start looking for work? Unless women can answer these questions, it would be useless for them to think in terms of any specific jobs.

So since I have always been a firm believer in "first things first," I have planned this book as follows:

Part I will be devoted to the preliminaries: what you as an intelligent woman ought to know about yourself, your personal family situation, your community and your own special problems before you are ready to look for a job.

Part II will analyze in greater detail the seven categories of women who work.

Part III will be a step-by-step guide to aid you in looking for a job: where and how to look, letters of application, interviews, changing jobs, advancement in jobs—in fact, a comprehensive survey of ways and means, from which you can gather the information which applies to yourself.

Part IV will contain an alphabetical listing of fields which offer the best job opportunities to women in the United States today. Under each heading will be an analysis of the jobs available in that field, the requirements, the chances for promotion, working conditions and so on. I have planned it as a sort of women's employment encyclopedia of America.

Part V will provide information on self-employment, going into your own business, franchise programs and work in the home.

Throughout these pages, wherever possible I have used real-life examples to illustrate my points. These have come from hundreds of people, both employers and employees, professional and business women, and women of all ages, who were glad to give the benefit of their own working experience to others. I shall talk to you

frankly about every phase of women-in-employment. Although you may not agree with everything I say, I ought in fairness to tell you the facts as I see them. I hope that on the whole you will find the answers to your questions and the solution of your work problems, as well as specific help on how to look for a job and what job to look for. I hope also that you will accept my challenge to self-examination, and if necessary, reorientation.

Former Secretary of Labor James Mitchell once remarked that by 1965 more than five million women will have been added to the ranks of active workers. The employers of the nation look to the reserve of women, especially those over forty-five and under twenty-four, to fill the shortage in the work force caused by the low birth rate during the depressed Thirties.

Ladies, beyond the door opportunity awaits you. All you need do is take that first step.

"Come in, please."

PART ONE

THE

PRELIMINARIES

Let's Get Acquainted

AT THIS POINT, since we will be spending a lot of time together, let me introduce myself.

I graduated from the University of Wisconsin Law School in 1935, which was not exactly the ideal time to embark on a professional career. Business in the United States was still suffering from the stock market crash and the depression that followed. Nevertheless I began to practice law in Milwaukee, and in time I became a partner in the firm of Scheinfeld and Winter. During the war I served for several years as chief price attorney for the Office of Price Administration in the state of Wisconsin, and then I returned to private law practice.

In 1948 a crisis occurred that changed my professional life. A long and exacting brief had to be typed at the eleventh hour to meet a deadline for the Supreme Court. Our entire secretarial force was tied up and unable to help. Calls to employment agencies failed to produce the temporary emergency assistance we so urgently required. Finally, as a last resort, we sent out distress signals to a former secretary of ours who had resigned to have her first baby. Moved by our pleas and by the memory of similar crises while she was working for us, she arranged things at home so that she was able to come back and give us a hand, working around the clock. We made our deadline, the brief was filed on time, and, above all, we had learned a valuable lesson.

The day after the filing of the brief, my partner Aaron Scheinfeld and I had a long discussion about the crisis and how we had almost failed to meet it successfully. We were still disturbed to think how dire the consequences would have been if we had been unable to get the help of our "retired" ex-employee. Surely, we

thought, other law firms must have similar emergencies requiring special help. The more we talked about it, the clearer it seemed to us that in almost every type of business organization there would be such times of crisis. Surely the business community would be benefited if an organization was at hand geared specifically to provide a temporary-help service. From time to time, during the next few weeks, we came back to what grew, for both of us, into a sort of obsession.

We began to ask questions of men and women in all types of business enterprise and discovered that there was in most cases a real need for temporary help when employees were on vacation or sick leave; that accounting firms were always short of help at tax time; that insurance companies had peak periods for the typing of policies; that banks never had enough people when the time came to calculate interest and dividends. It seemed obvious to us that as long as needs such as these existed, the establishment of an organization to supply temporary or part-time help would be bound to succeed.

In 1948, Manpower, Inc., was inaugurated in Milwaukee and Chicago. I shall never forget the first ad we ran in Milwaukee. Beamed to persons with office skills, it exhorted in large letters, "Work when you want as long as you want." We thought this ad had a moderate chance of attracting a few prospects. To our amazement, on that first day hundreds of women besieged our new offices. The queue extended for half a block beyond our door.

Upon interviewing and testing the first applicants, we found that for the most part they had fine office backgrounds and that many of them were in their late thirties or their forties, with children in school, and wanted to supplement their family income by working for a day or two a week, or a week or two out of each month, rather than from nine to five, five days a week. What we offered them was what they needed: the freedom to work when they wanted as long as they wanted.

At the same time we were running ads announcing to the business community that our temporary-help services were available. Calls came pouring in, seeking information on these services. We were on our way.

Though of course we made a number of mistakes—as is inevitable in starting any new business—at the end of the first year we felt we had developed a formula and a program that could become as successful in other communities as in the two pilot projects. We branched out in the Midwest, moved east, moved west. Today we have over two hundred offices in this country and abroad, a testimonial to the changed function of women on the employment scene.

In time I found it necessary to leave the practice of law and devote full time and attention to our company, which had mushroomed beyond our fondest dreams. At present we have on file in our various offices at all times a minimum of 250,000 applications, all representing women who want to work. Our responsibility is to come up with the right job for each of them if it is within our power; if it is not, to suggest to the “unemployable” (a condition which we regard for the most part as temporary) training, retraining, or redirecting steps within their own situation. Our interviewers, equipped to cope with each case individually, generally meet with an appreciated response to their suggestions.

During our first twelve years as an organization, we have learned a lot about employment and about women—and about women-in-employment, which, though it is composed of the two elements, is in itself something else again. We have learned, for instance, to think of working women in terms of seven groupings based on their age and their marital and family status. They are:

1. Students seeking summer or part-time jobs.
2. Young women beginning to work full time.
3. Married women continuing to work until they have children.
4. Married women who have young children and want to work.
5. Women with children in school who are returning to a second working career.
6. Mature women with no responsibilities toward children.
7. Women alone.

Later on, we'll talk about the special assets and needs of each group, in some detail. But if you think that just because you are only eighteen and about to look for your first job you needn't

many of the industries, the majority of employees are women and are preferred to men for certain types of work.

The hand that rocks the cradle may or may not rule the world, but it certainly draws a pay check.

Why this astonishing change—one that leaves you, whether under or over twenty-one, in a position of greater independence and power than ever before in history? To get the answers we must travel back in time, hitting the high spots that resulted in today's emancipation of women legally, politically and economically.

The beginning of the big change came with the Industrial Revolution in the last century, when, with the development of machines and factories, women (and children) first went to work for pay outside their homes. Their wages, however, such as they were, went straight to father or husband. Women were "protected," both from the rough onslaught of life in the raw and from their own freedom.

In America, women pioneered from frontier to frontier with their men and under the most arduous of conditions. They stood off Indians, made homes and bore children in the wilderness, proved time and again that they were brave, resourceful and capable of shouldering responsibility. As early as the writing of our Constitution, Abigail, wife of the future President John Adams, together with Mercy Otis Warren, had petitioned Washington and Jefferson to make the emancipation of women official—but in vain. In 1848, at Seneca Falls, New York, a convention of hardy women, led by Lucretia Mott and Elizabeth Cady Stanton, issued a declaration of independence for women, proclaiming equal rights in every field. The movement spread both here and abroad, and little by little women acquired the rights they sought, winding up in the United States with the right to vote, in 1920.

It was World War I that officially put American women to the test as a labor force, and they proved astonishingly well that they would and could take over in a crisis. In certain regions with expanding heavy war industries, men in large numbers were going into the armed forces and women had to be called in for work, both skilled and unskilled. One saw, with some surprise, women ticket collectors in local transit, train cleaners and train announcers. Women were invited to become high-school teachers and to work

in arms and power plants. They labored in the fields as "farmerettes" to take the place of departed farm hands. For the first time they were accepted into the armed forces, first as nonmilitaries and in noncombat posts, later with full military rank and status and subject to military rules. Women in trousers, though not as prevalent as at present, became something less than oddities, and in certain industries women even received the same pay that men had drawn in the same jobs.

However, this expansion of women's employment status for the most part failed to carry over into peacetime. The labor shortages of the prosperous Twenties did not create any organized movement to fill the gaps with women, who, on the whole, were again relegated to what the Germans call "*Küche, Kinder, Kirche*" (kitchen, children, church), though less so than before. They had had a taste of emancipation; their legal status had improved; there were expanding opportunities for education; and they could vote. This was the Age of the Flapper, of the young woman whose new freedom had driven her literally wild. High schools and colleges produced women graduates in increasing numbers, and many of them, excited by the novelty of being on their own, went to the extreme of insisting on careers rather than marriage, or at least in addition to it.

The depression of the Thirties obviously did nothing to expand the employment of American women, though many took whatever menial, underpaid work they could find to help out desperate family situations. When they were lucky enough to be in good jobs, their welfare was looked out for by the Women's Bureau of the Department of Labor, established in 1920. The Department interested itself primarily in improving working conditions of women until World War II, when it then recommended the wider employment of women, along with suitable health and safety measures.

Between 1940, when World War II mobilization began, and 1945, when the peak labor force was reached, the number of women employed in the United States grew from 14 million to over 20 million. In 1941, at the beginning of America's participation in the war, they comprised 25 per cent of all workers; in 1945, 36 per cent.

waste time on reading about the problems of older women, that's the short view. Someday you'll get there yourself, and if you understand ahead of time some of the circumstances you may have to face, you're a jump ahead of the game. Conversely, if you are a woman with grown-up children, perhaps you have forgotten in your busy life that some young people feel the world will end if they don't find a job by day after tomorrow. As I see it, we can always learn from one another, and there never can be too much awareness of other people's lives, which shed light upon our own.

My experience, both in my office and out of it, has taught me that usually in the American working world there is an ideal spot for each one of us, where we can operate to our maximum capacity and satisfaction. The only problem is to find it. And that's what I'm here to help you do now.

Let's begin by taking a long, slow look at the place and time in which you live: U.S.A., latter half of the twentieth century.

CHAPTER 2

The Long Trail Leading to You

what her social or economic background, expects to get a job. This is as accepted a fact of modern life as nylons and electricity in the home. Yet these things were not taken for granted sixty or seventy years ago. It was unusual, except in the case of extreme financial necessity, for a young girl to go to work. She stayed home with Mother, occupied with occasional good works and learning the rudiments of keeping house, until Mr. Right came along and set her up in a suitable home of her own. ✓

✓ If by some mischance she had to get a job to aid her widowed mother, it would be, if possible, in a genteel occupation—teaching school, assisting in a “nice” shop, being a white-collar clerk or a

"typewriter." Imagine her hurrying—but carefully, so as not to trip over her long skirt en route—to catch the horsecar to work, where, for too many hours at too low a salary, she slaved miserably away, a pitiable victim of fate.

As for married women going to work if they didn't positively have to—unheard of! A woman's place was in the home, and Grandma's place was close to the hearth, where, wrapped in her shawl, she knitted with gnarled fingers and quaveringly told stories of long ago to the grandchildren clustered about her rheumatic old knees.

Exaggerated? Well, not altogether.

A few statistics will show what has been going on in America during the last seventy years—in essence, a revolution as significant as our War of Independence.

In 1890, about one sixth of all women worked for their living. Now one third of all women, in any given month, are in the labor force.

In 1900, only about 50 per cent of all females ever worked for pay during their lifetime. At present, nine out of ten women work at some time during their lives.

Girls reaching womanhood around 1900 worked, on an average, about eleven years in all. Those reaching maturity during World War II averaged over twenty years. Today's schoolgirl possibly will spend about twenty-five years of her life at work.

In 1890, out of every ten women who worked, seven were single and five under twenty-five. Today, only 25 per cent of the women's labor force is single, and five out of ten are over forty years of age. And—most impressive statistic of all—two out of every five mothers with children in school go to work.

Now let's look at this amazing development from another angle, the all-important financial one. One fifth of all wages and salaries in the United States today is paid to women. They work one quarter of the total man-hours worked each year.

And here's still another angle, the occupational one. No longer is a girl confined to such ladylike pursuits as teaching, clerking, selling in the "nice" shops. She is represented in almost every industry and profession, from plastics manufacturing to politics. In

Single women and married women, mothers and grandmothers, skilled and unskilled, worked on the assembly lines, enlisted in the armed services, took over jobs formerly deemed "for men only." Many women for the first time discovered that the benefits of working were not exclusively financial, but social as well. As living costs soared during the war years, it was mighty handy to be drawing pay; but also it was mighty pleasant to be making new contacts and new friends and to be developing new skills and achieving new status in office or factory. There was a certain psychological security, they found, that came from holding down a worth-while job.

The war proved several things to employers in general: that in some industrial operations, especially the assembly of small articles, women surpassed men in performance; that women, moreover, did not object as much as men to repetitive operations; that they were efficient at operating light machinery. Rosie the Riveter was an accepted phenomenon of the time. They were accepted for the armed forces, too: 350,000 on active military duty, 65,000 overseas, forming 3 per cent of the 12 million in military service. WACs, WAVEs, WAFs, SPARs, Army and Navy Nurse Corps—all proved that they could take it, and dish it out, too.

When peace came, some women were glad to be relieved of the extra strains imposed by employment. Others, however, became restless and bored, unable to accept a life limited to the four walls of their homes and the needs of their families. Meanwhile, as prices have continued to rise during the last fifteen years, women in constantly swelling numbers have joined the work force. Released from much household drudgery by the invention of marvelous mechanical appliances—which, of course, must be paid for—they are an integrated and integral part of the labor picture, with every sign pointing to greater participation in the future.

Maybe in some history book still to be written, the last two thirds of the twentieth century will be dubbed "the Age of Women" by the men who invent such terms, on a par with the Golden Age or the Age of Reason. For now is the time when women, free in every sense, and having proved their worth, are not merely being tolerated on the labor front but actually being wooed. Young,

older, middle-aged; single, married, widowed; skilled, unskilled, but always teachable; a living contradiction, tried and tested, of old-fashioned concepts, here you are—ready, willing, able and, above all, needed.

So now we come to the next step: Why do so many women want to work? What's in it for them?

CHAPTER 3

The Whys of Working

*Man may work from sun to sun,
But woman's work is never done.*

THAT WELL-KNOWN POET, Anonymous, left for posterity this neat tribute to the endless toil of housewives for centuries the world over.

However, in this century, in the U.S.A., except for those years when the house is full of small children the rhyme no longer applies, at least in the sense in which it is usually taken. Today we need waste little sympathy on Mrs. John Doe once her last toddler hits first grade. Fortified by her automatic washer and dryer and all the other labor-saving appliances, her frozen or prefab foods, her car, her phone, banking by mail, the supermarket to cut shopping to once or twice a week, she is likely to find time on her hands—those unaccustomed hours between the finishing of daily tasks and the time Johnny junior is dropped off by the school bus. Her work is done. As a rhymester our friend Anonymous is a whiz, but as a prophet not so hot.

But hold on! Could it be that Old Man Anon was wiser than he knew? Could he, through some supernatural foresight, have envisioned that in some far-off future century (the twentieth) in

some strange land (America) a woman's work in the sense of her working-for-pay life wasn't "done" just because she took a few years off to raise a family?

O.K. Let's give the old boy credit for being smart. Even in this day and age—especially in this day and age—a woman's work is never done. And better that it should be so.

Over and over again, both in my business and in my social life, it has been demonstrated to me that the best-balanced and seemingly happiest of women are those who are busy enough (though not too busy) doing work that they enjoy, whether inside or outside the home. And as home duties usually occupy less time as the years go by, it's work outside, for money, that seems to be the answer.

This is not to advise every woman with children in school to dash right out and look for a job. If money is no problem, you might get satisfaction from doing a dozen different volunteer jobs in your community, practicing your favorite outdoor sport, reviving your painting or gardening or music, going back to school to study for study's sake, concentrating on redecorating your home, or making a hobby of gourmet cookery. It might even be that bridge or canasta with "the girls" is what you want for your leisure hours. There's no law against any occupation you see fit to spend your time on.

But—and it's a great big "but"—I have a very strong hunch that if you have ever held down a job that satisfied you, if in your family money doesn't grow on trees, if the volunteer jobs available to you do not make enough of a demand on your skills and energies, if you feel the need to get away regularly from your own four walls, if you feel that you and your family will benefit directly or indirectly from your taking an honest-to-goodness job for real pay—then a job is the right thing for you, from right now until you catch up with the ever rising old-age figures in the actuarial tables.

Why is it that every woman with a job she enjoys, from the girl working at her first summer sitter's job to the older woman who has gone back to part-time teaching, gives forth such an aura of inner fulfillment? So often among our friends, my wife and I have

seen the "befores" and "afters": before, neurotic, complaining, restless; after, serene and with a renewed sense of living.

We have a good friend—let's call her Bette—who lost her husband after a sudden brief illness. Her two sons were thirteen and fifteen—healthy, intelligent and affectionate children. The family home, in a good neighborhood, was hers free and clear, Jack had left her comfortably fixed for life whether or not she remarried, and there were annuities all paid up for Dick's and Jerry's college education. Bette was well off—lucky, everybody said. But once all the activity of funeral and legal details was over and people stopped being quite so attentive, Bette really lost her grip. The zip had gone out of her, she grew thin and tired-looking. Now that Jack, who had appreciated a well-run home and good cooking, wasn't around any more, her purpose in life was gone, except for the boys. And naturally, at that age, they had their own interests. Her friends gave her well-intentioned advice. Go to a health farm, they said. Play cards with the girls. Try church work. And a dozen other panaceas. She'd give each a halfhearted try and call the whole thing off.

My wife, who is a practical type, had known Bette since high school, and she agreed with me that Bette's only salvation would be in going back to work. Before her marriage she had been a crack secretary and had worked for a leading lawyer in town. We had her over for supper one night, and by the end of the evening we had sold her on the idea of going back to work. Although she protested that she didn't need the money, that she ought to be on tap all the time for her fatherless boys, that she was too old to start in again at her age (thirty-eight), and all the other usual objections, she allowed us to help place her in a part-time job that would give her a chance—and an incentive—to use her old skills.

Now, five years later, Bette can't imagine life without her job. The original part-time receptionist-typist position, in the office of an orthopedic surgeon, has grown into that of technician. She studied X-ray techniques and physiology and has a good deal of independent responsibility. The doctor has often told me he can't imagine how he ever got along without Bette. As for her, she is

ing a pool only if one inherited a fortune from a rich relative. Now, with the possibility of credit buying, and of adding another salary, these items for family fun and comfort are within reach and worth reaching for.

As for real luxury items, why not? That space over the fireplace has been crying for a good painting. Why not invest in one? How about that winter vacation, or that fur coat you've always felt you didn't have any right to ask for, which will not only keep you warm but do something to your morale? I've always had great respect for what a so-called luxury can accomplish on the psychological front, especially if you work to acquire it.

There's another economic motivation too: the matter of building toward a future goal. It might be to give your children a college education, or to build a new home, or to have a fund to retire on—any one of hundreds of purposes that you could never save for without the money you yourself add to the family income. What a wonderful satisfaction to see your savings-account balance mount up, or to know that the government bonds are there for the time when they'll be needed.

Around 42 B.C. there lived in Rome a writer by the name of Publilius Syrus, and one of his maxims was: "Money alone sets the world in motion."

This, among other things, is what every woman knows.

2. TECHNICAL

In her challenging book *Women in the Modern World*, Dr. Mirra Komarovsky of Barnard College stresses the fact that today women pursue careers for the same reasons men do. Among these reasons she lists "instinct of workmanship"—what I call the "technical" reason. It is based upon the creativeness that all human beings possess, from the primitive African tribesman who carves a wooden totem beast to the most highly civilized researcher into space travel. It implies the use of one's talent or skill to produce something which one can point to with pride.

Every woman is happier for using to the fullest her natural or her learned techniques. Some of these, of course, are specifically geared to home and family: domestic science, child-care training, interior decorating, handwork. But even though such tastes plus training enable you to satisfy your instinct to create, the very fact that you are confined to your own home may have a depressing effect, and you might well have a secret desire to try your hand on a larger area. Still, even while the children are small you can keep up intellectually with what's going on in your own field—in household and graphic arts, in science, education and business, and in other fields as well. Don't give up the ship—just stay with it a while.

Dorothy K., a young mother we know, who had a young child in her small apartment and felt only half alive if she couldn't keep up her violin playing, arranged to leave the baby with a neighbor twice a week for her afternoon nap. Eventually, when little Dottie was old enough for nursery school, Dorothy senior was in such good form that she was able to get professional engagements to play for women's clubs and church functions. Her neighbor, whose forte was biochemistry, parked her own little boy two mornings a week with Dorothy K. while she took a refresher course at the nearby university, and now she has a part-time job in the hospital pathology lab. No money had to change hands. Each young woman with her deep need to use her "instinct for workmanship" succeeded in marking time in her chosen field, and even in going ahead a little.

Nowadays in the United States, the average age for a girl to marry is before twenty; thus, many times marriage and babies occur before the young wife has had more than a general high-school education or a little vocational training. This is a special challenge. In such cases, the at-home years might well be employed, whenever there is time, to teach yourself at least a little bit in the field of your choice.

Radio and TV courses, evening adult education courses, magazine articles, books from your local library—all these are at hand to help you, if you follow that "instinct of workmanship." And when

her old self again, full of sparkle and something more: a sense of dedication, in a way. Her boys are away at college, but the job helps her not to miss them too much. Whenever my wife and I run into Bette we are struck by the fact that she is such good company, so dynamic and we always wonder what she'd be like now if we hadn't urged her to go back to work.

Over the years, I have come to the conclusion that there are four main reasons why women want to work. Of course, since no human being is simple, no human motivation is simple, either, and often the desire to work is based on a combination of different factors, varying with each individual. Still, the basic listing below may help you to define your own reasons for wanting to go to work. As I see them, they are:

1. Economic: having to do with making money.
2. Technical: having to do with the "instinct for workmanship."
3. Social: having to do with your relationships with people, singly or in groups.
4. Psychological: having to do with all the foregoing plus special inner satisfactions.

Let's deal with them one at a time.

1. ECONOMIC

Worldly-wise Somerset Maugham says in his great novel, *Of Human Bondage*, "Money is like a sixth sense without which you cannot make a complete use of the other five." Any of us who have had at some time in our lives to cut 'way back in our spending, or do without, or think about every penny we spent, or borrow for daily needs or emergencies (and these are most of us!), know that this is so. The anxiety over money matters is a perpetual ache that nothing except money can cure.

Conversely, it may be true, as the Bible tells us, that "the love of money is the root of all evil." But we're talking about having enough to get along on, not amassing a Midas hoard.

This economic motivation that sends you to work is perhaps

more complex for women than for men. Although most girls go to work before marriage and often continue to work during the first year or two, there still exists the old-fashioned attitude that ideally marriage marks the end of a girl's working life. Opposed to this outdated concept is the inescapable fact that these days the cost of living is at its peak and money doesn't buy as much as it used to; in fact, the dollar today is worth only 47.3 per cent of its value in 1939.

Leaving aside the special category of America's millionaires, times of financial crisis occur in the lives of most of us all along the line. It may well be that the thought of helping to avert just such a crisis sends many women back to a job.

There's also the cost of daily living. Even when your husband is earning good money and has had steady raises and a bonus and commissions, your income doesn't begin to buy what it used to. So—maybe another salary is the answer. Even if you can just about get by on what he earns, it will certainly make life easier for him, and for you too, to be able to count on a bigger income every month. Then Junior can have his teeth straightened, and maybe the house can get that coat of paint it's been needing for years. Even if it's only a matter of buying better cuts of meat instead of the tougher ones that need tenderizing, there's no doubt about it, a few dollars more in your food allowance will make things easier and more pleasant all around.

Of course, in this day and age it's hard to draw the line between necessities, as above, and luxuries. Russia at present is struggling to improve her standard of living by providing necessities. What we in America consider necessities they consider luxuries. It's a matter of definition and of custom. Russians or any other foreigners visiting this country are first and foremost impressed with our "luxurious" mode of life. But whether or not the adjective applies, raising the standard of living is contagious. Call it keeping up with the Joneses, if you like. The truth is that when your next-door neighbors buy a deep freeze or a second family car, or do over their basement to create a rec room, or build a swimming pool in the yard, the thought is bound to occur to you that if they can, why can't you? Once upon a time one would consider build-

some continuous free time opens up for you, you will already be headed in the right direction, to look for either job training or a job if you want one.

Thomas Carlyle, the peppery nineteenth-century philosopher, wrote in an essay, "Blessed is he who has found his work; let him ask no other blessedness." If you have already found yours, great! Keep it alive during those first crowded years. If you have yet to find it, keep looking. In the long run, you will feel "blessed."

Lillian Gilbreth, successful and gifted engineer, president of Gilbreth, Inc., wife and mother, and known to the vast majority of Americans as the author of *Cheaper by the Dozen*, made this statement recently in a popular magazine: "Work is essential to a happy life. The older woman who finds that family responsibilities leave her time for outside work should look for a job. It may be paid or volunteer but should give her a chance to use her skills and earn the satisfaction of being needed and appreciated."

She ought to know.

3. SOCIAL

This little word packs an enormous punch. In this connection it does not mean deb parties or going to the grand opera. According to the dictionary, the word "social" describes the association of one individual with another, or with groups of individuals. Therefore, when I say that one of the fundamental whys of a woman's working is social, I mean two things: one, the pressure upon her by groups and individuals that causes her to work; the other, her own desire to have contact with other people or groups.

As we noted before, it is expected in our own civilization that a girl leaving school will go to work and probably keep at it until marriage and children tie her down. It is also expected that someday she will want to go back to work and will continue past an age which in previous eras would have found her either a dead weight on society (family and friends) or just plain dead.

In today's world, even the young daughters of wealthy parents

want to get jobs after their schooling is completed. They feel cheated if they do not have the experience of holding down jobs. The Rockefeller family, for instance, has encouraged job-getting on the part of its young members. One young granddaughter worked as a laboratory technician; a grandson, as a soda jerk while he attended college. The advisers of these wealthy young people evidently feel it is of the greatest importance for them to know for themselves the satisfaction of earning money along with the trend of social forces. Can't you imagine the conflict probably arising, in such a young woman, between being embarrassed to work, because of the family situation, and the wish to do so, for the value of the experience? I myself do not know of any such case in which the will to work did not outweigh the natural reluctance to do so. In our time, work is in the air. We go with the stream, we do not fight against it.

At a more mature age, the factor of imitation also is a social force. Let's say your sister-in-law Alice, who has always been a wonderful housekeeper and cook, suddenly up and got herself a part-time job with the electric company demonstrating the marvels of a new oven. It burns you up, so to speak—because you're no slouch as a cook yourself—to pass by on the fringes of the crowd she is lecturing to in the big store appliance department. After all, Alice is just plain Alice, and no great brain—she didn't even try for college. And here she is drawing regular pay. And here you are, with your B.S. in education, with no money to show for your spare time. She can't do that to you!

So after checking with your husband you decide to do something yourself, and without too much trouble you arrange for substitute teaching in the junior high school near your home. The children are thrilled to think that their mother is a real teacher, not just a former one. And you're in a profession where you belong, just like Alice. And like hundreds of other women in the neighborhood where you live.

There's another angle, too. It takes a most unusual woman not to get fed up with the day-in, day-out round of domesticity, despite all the mechanical aids. Even the latest model in deep freezes or washer-dryers is not the most stimulating of company as a steady

diet. Almost every woman of my acquaintance has confessed to me that there are many times in her domestic rounds when she suffers from "housewifeitis," or anything else you choose to call it. The cure is simple: a change of scenery, an office or shop instead of your own four walls, a chance to meet new and interesting people. At the supper table it's a pleasant relief to be able to tell stories of something that happened somewhere else to you instead of sitting quietly by while your husband talks about his office day.

Which leads to another point. In almost any sort of job outside the home, there are new contacts with people whose lives are constantly interesting and who have their own problems, like or unlike your own. Samuel Butler gave good advice when he wrote, "Cross your life with other lives." There's nothing like a look at other people, I find, to help you get a better slant on yourself and your family. New friends, new ideas, broader horizons—these are some of the social pulls that draw you into the ranks of workers.

My advice to all young women is and always will be: If you have your family's consent, if you can make practical arrangements, get away even if it's only to work for a few hours a week or a month. If you can make your time off pay real money, so much the better; you'll find many rewards.

Here are a couple of real-life quotes on the social reasons for working:

Mrs. R.W., of Wyckoff, New Jersey, writes, "Working helps me to get out of that well-known rut of daily routine and gives me the opportunity to come into contact with new faces, interesting people and the exciting public, the business world."

Mrs. A.G., in Buffalo, New York, says, "As a housewife and mother of two children, steady employment is out of the question. I work when I can and for as long as it is possible. I like meeting different people on each new assignment and helping them in a pinch."

Long ago, in the depression of the Thirties, Grace P., a close friend of ours who was then around forty years old, had to go to work for the first time in her life when her husband's business failed. When the specialty shop where she had bought dresses for years offered her a job in women's ready-to-wear, she jumped right

with her usual enthusiasm. I remember the chorus of social approval that followed this move: "Grace won't last a week." She had breakfast in bed every day of her life for twenty years—how can she expect to punch a time clock now?" And so on. She loved them all, and every work morning for fifteen years she was at the job and getting a kick out of her work. "I enjoy meeting new people and seeing all of the customers," she explained it. "And I guess they get a kick out of me." And I'm sure they do.

4. PSYCHOLOGICAL

I have to confess to you that these four categories of reasons for working are slightly on the arbitrary side. Just in the nature of things, they are more clearly defined on paper than in reality. Nothing is quite that simple. So when I write down "Psychological," that includes to a certain extent the previous whys—economic, technical, and social—for naturally each of them has its own psychological aspect, and it adds new factors besides.

There is, first and foremost, the challenge every woman is aware of, from high-school to grandmother age, of proving both to herself and to the world that she as a woman can perform a task satisfactorily. Simone de Beauvoir, that brilliantly gifted French woman, has written a long, bitterly violent book, *The Second Sex*, on women's secondary status. This unfortunately is not merely an imaginary state of affairs, but, as I shall point out, is demonstrated in concrete and specific ways, such as the limitation of jobs available to her in certain businesses, the smaller salary she earns and her difficulties in getting advancement.

Conscious of this discrimination which is a hangover from other days, women take special pride in working to prove that they are not secondary, that they can do as well as, if not better than, men at the same job; in other words, they feel it is up to them to keep on dispelling the age-old myth of women's inferiority.

To aid and abet you ladies in this highly commendable reason for working, let me assure you that a great many men, myself

among them, are on your side. Ashley Montagu, well-known anthropologist and popular lecturer, has written a witty and entertaining volume on the subject entitled *The Natural Superiority of Women*. An eminent authority in the field of genetics, Amram Scheinfeld, has published a stimulating and important book, *Women and Men*, in which he proclaims in ringing tones the equality, everywhere it counts, of the two sexes.

Although there are still many fields in which the old prejudices remain (the law and medicine, for example), there are others where women outnumber and are preferred to men. Among these are the secretarial field, department stores, some branches of electronics, and of course the nursing profession. But nowadays almost no field is really closed to women. If you want to meet the challenge of managing a hotel—knowing that most such positions are held by men—or any similar challenge, you'll be in the mainstream, one more living testimonial to women's ability, another example of one psychological urge that causes women to work.

Perhaps another facet of this same desire to meet a challenge is the satisfaction derived from participating in something which is outside of and bigger than your small personal environment. During the war, of course, the emotion of patriotism reinforced this natural satisfaction in "joining the ranks." But even in peacetime, to be a member of an organization you are proud of, whether as a small cog or a large, is a natural and compelling force. You are no longer merely the daughter, the wife, the mother, but an independent being, greeted by the elevator operator, your fellow workers, the boss and the waitresses in the *company cafeteria*. You get a charge out of participating in an extension of life beyond your home life, and conversely your home life is enriched because of it.

Speaking of independence, that word looms large in the psychology of wanting to work. Let's suppose that although your family has enough to eat, and a roof over its head, and heat and medical care, you always feel guilty about asking for anything just for yourself. Your daughter is beginning to date; she needs the new clothes more than you do. Junior's bike simply won't stand another repair, and without a new bike he'll have to give up the paper route and that will break his heart. And so you muddle along and

include no special item in the budget for your own clothes or recreation. But if you go to work without incurring too many extra expenses for help in the house, it's all yours, or at least some of it, if you want it to be. Since you're you, the chances are you'll put most of it away for this or that family need—for a new couch or a trip to Washington with the children, or a surprise party for your husband's fiftieth birthday. Still, you'd be superhuman if you didn't boldly squander at least a fraction of your earnings on one of the things you've secretly craved for years—a fur scarf, for instance, or a really good tailored suit. To pay for something you want for yourself or for your family with the money you've earned is a unique thrill, and every woman or young girl I have ever talked to on this subject reacts the same way.

The late Virginia Woolf, born in Victorian England, where women were very distinctly the "second sex" in spite of Queen Victoria, wrote her way to literary fame. In one of her enduring works, *A Room of One's Own*, which ought to be required reading for every woman who feels the urge to be independent and for every man who might have reservations on the subject, she described unforgettably the thrill of having money of her own (though, to be truthful, hers was inherited from an aunt). "Intellectual freedom," she wrote, "depends upon material things. . . . And women have always been poor, not for two hundred years merely, but since the beginning of time. Women have had less intellectual freedom than the sons of Athenian Slaves. That is why I have laid so much stress on money and a room of one's own."

This is known to every woman who with the money she has earned has refurnished a small private niche for herself above the garage or bought a portable typewriter, or a lovely gown, or an automatic food blender. To know that she can buy what she wants without asking permission or feeling she is depriving some other family member, with money that is hers by right—that is one of her most basic psychological motivations to work.

There is one final category in this complex breakdown of psychological drives: the need to feel needed. Although this applies for the most part to older women and those who are alone (wid-

ows or divorcees or single women whose jobs are ended through official age requirements), still to some degree it applies also to the young.

A little sister in a house full of boys who earn money weekends and summers envies the pride they take in working for pay, as she envies other things about them—their freedom to roam about, their abilities. No wonder she decides to work in the five and dime all day Saturdays, and part time every day of the summer holidays. She needs to feel needed for something real that she does, instead of being ordered about like a small and unrewarded servant by big brothers. The same is true, let's say, of a dutiful daughter whose fate is to look after an elderly parent. Of course she is "needed" at home, in fact chained there by circumstances. But not necessarily circumstances beyond her control. It would benefit her immeasurably to be able to put to work her real talent and training, let's say in fashion drawing, and it would pay her to hire outside care with the money she earns in order to feel "needed" in her professional capacity.

But far more numerous than these younger women are the older ones, the lonely ones with families gone away and with nothing to do except perhaps be too doting as grandparents or a worry to their grown-up children, and having no fixed occupation. How many doctors have sympathetically tried to create "cures" for their many "illnesses"—a large percentage psychological in origin? And how many women have eventually found that the best antidote for headaches, backaches, arthritis, and so on down the line of ailments, is finding a niche where they feel professionally comfortable and, above all, needed for what they are and the services they can perform?

Dr. Lynn White, Jr., president of Mills College and in the van of those who believe in educating girls for usefulness in their later years, put it this way: "To be useless is not good for the soul. . . . The physicians have increased the mere quantity of a woman's life. It is the task of the educators to help improve the quality of the latter part of it. The crisis of the forties, when many women wake up to find themselves idle, often coincides with a physiologi-

cal shakeup. The combination is so severe that plans to meet it should be laid in advance."

In the light of this chapter, give yourself the following test. After you have answered the questions with all the honesty of which you are capable, study the answers. They will give you a line on your own whys of working.

1. Does a steady diet of household routine bore or depress me?
2. Would my children and I benefit from an occasional vacation from each other?
3. Have I any native or learned skills which might earn money for me part or full time?
4. Could I use extra money for any general or specific purpose?
5. Would my family and friends be in favor of my working?
6. Can I make arrangements to be away from home without disrupting the household or incurring disproportionate expense?
7. Do I feel the urge to meet new people in a new situation?
8. Would I get satisfaction out of being able to pay for "extras" with money I myself have earned?
9. Do I feel envious of women who hold down jobs outside the home?
10. Do I want a career of my own?

CHAPTER 4

How to Know Your Qualifications

"I'D LOVE TO GET A JOB, but how do I know what I'm qualified to do?"

This sort of question has been asked of me hundreds of times by young women seeking work for the first time and by older women about to enter their second work career. My answer always

- Teaching
- Foreign languages
- Dealing with people
- Selling
- Study and research
- Farm or garden work
- Sports or physical education
- Domestic arts:
 - Cooking
 - Sewing
 - Household management
 - Homemaking
- Medical arts:
 - Nursing or practical nursing
 - Office assistance
- Office work:
 - Clerical
 - Secretarial
 - Statistical
 - Personnel (receptionist or employment office)
- Mass media:
 - Radio or TV
 - Writing
 - Directing
 - Producing
- Child care

(And add anything else that you especially shine in.)

3. My education has been:

(List the schools you attended, your best subjects, the activities you participated in while at school and any courses you may have taken since graduation.)
4. My physical disabilities are:

(List any handicaps or limitations which might interfere with work otherwise available to you.)
5. I really dislike and feel uncomfortable in:

(List these conscientiously.)
6. My eventual aims are:

(List the ideal job that you hope to get someday; also your ambitions outside your job, such as marriage, travel, etc.)

O.K. There it is, a foolproof diagram of your personal and vocational qualifications. Review them a few times to make sure that you have answered each question as fully and honestly as possible. Another point: Keep the questionnaire handy, so that you can reread it from time to time and make corrections conforming to your current thinking and growing experience. This list will be helpful to you not only in pinpointing the sort of employment best suited to you, but also in writing letters of application and in conducting yourself in job interviews.

When you look over the job opportunities described in Chapter Twenty-five, you will be able to see with your own eyes whether or not you are suited to the jobs that seem interesting to you. And I prophesy that you will be amazed at how many times a leisure hobby in which you have developed some skill will open up new job possibilities.

For instance, Mrs. Alice K. Leopold, former director of the Women's Bureau of the U. S. Department of Labor (surely one of the most important personnel jobs women hold anywhere), rose to her position through her natural interest in people and in working with them, as first proved through volunteer activities. While employed by a department store in her native Baltimore, she organized a club of fellow employees at the local Y and encouraged basketball teams and staged plays. Everyone had a wonderful time, including Alice K. (the Leopold came later), and the store management, naturally, was delighted.

This flair for working with people came to the fore when Alice Leopold had to choose between openings in millinery and personnel—and chose the latter, though the salary in the former was far greater. "Preferring people to hats," she said, "I took the personnel job—and went on having cheap lunches." After marrying and moving to Connecticut, she continued in personnel work in a New York department store until the arrival of her two sons. PTA work led to other community service—for instance, in the League of Women Voters, through which she got interested in politics. Next she served as a member of the Connecticut General Assembly, where she was primarily dedicated to the fields of edu-

goes something like this: Don't dash out and answer all the ads that seem right. Stop. Think. Check your personal assets and liabilities. It's up to you to determine what you have to offer before you try for that job.

On paper, in the want ads, in the glowing accounts of girls you know, there are glamour jobs that beckon. There's no doubt in your mind that you'd be happiest in one of them—in advertising, with its high salaries and sky-rocket advancement, its personnel crackling with sophisticated wit; in banking, with its stable, dignified surroundings, its solid fringe benefits and its clear-cut steps for advancement; in insurance, where personality and extra zip pay off at a terrific rate; in TV, where overnight you become famous, or at least hobnob with the famous. It's only natural to lean toward such fields as these for your first choice.

But before you make a single move in the direction of any work at all, however glittering its surface appeal, take some time out to discover for yourself who you are and what you can do.

Suppose that your best friend, who graduated from high school with you last year, is bubbling over with enthusiasm for her bank clerk job. Every time you see her she uses all her powers of persuasion to get you to apply for a similar job in the same branch bank, or, in fact, any branch. "It's so important to be a part of a bank," she says. "And you meet such nice men." You certainly are tempted. With a letter of recommendation from your uncle in the real-estate business, and a boost from your best friend, you could leave secretarial school and earn some money right away. You are so carried away you have forgotten, perhaps, that arithmetic was always your weakest subject; that a column of figures can always be counted on to frighten you out of your wits; that ever since you were a reporter on your school paper, you had cherished the ambition to work for a newspaper. English was always your best subject, your compositions usually drew straight A's. But still, if you're not careful, you might forget all this and allow your arm to be twisted, out of sheer sociability, with disastrous results all around.

Or suppose your nearest neighbor, a woman in her fifties, can't say enough in praise of her employment as a part-time saleswoman

in the accessories department of a women's specialty shop downtown. "It's so interesting meeting all those different people," she says. "And you know, it's not only the salary—if you need anything for yourself you can get it at a big discount." You are lured by the possibility; you need an afternoon dress, a new winter coat. Your friend has told you there is a definite opening in handkerchiefs. You've half decided to apply to Personnel tomorrow. But wouldn't you feel foolish if you got all the way in to the manager for an interview before you remembered that you've always found it agony to talk to strangers, that meeting people often causes you to break into a cold sweat? What kind of sales clerk would you make? Better to stick to your original plan to train for research in a large engineering company where personal contacts are at a minimum.

Better to think it through first, don't you agree?

So if you honestly want to find the field where you, with your tastes, temperament and training, will operate at maximum benefit to yourself and your future employment, pick out a comfortable chair in a room all by yourself, sharpen that pencil, take a fresh sheet of paper, and give yourself the following examination, being as honest and objective as you are capable of being:

1. My interests are:

(List the kind of work you really enjoy doing, your hobbies, your volunteer activities, your favorite recreation, the sports you shine in, your domestic talents.)

2. I have natural aptitude in (check all those that apply):

Mechanical appliances and their operation

Science

The arts:

Painting

Sculpture

Music

Dancing

Writing

Acting

Interior decorating

Public speaking

Mathematics and accounting

cation and labor. She was named by four Connecticut Governors to various boards and commissions, and by President Eisenhower to a Commission on Intergovernmental Relations. She was elected Secretary of the State in 1950, in which capacity she was serving when the President appointed her to the Labor Department post. And now, not so many years later, here she is, not only top woman of the Women's Bureau, but also assistant to the Secretary for Women's Affairs, a policy-level post affecting women in all the other bureaus of the Department of Labor. And how did it all start? Here is the way her husband, Joseph Leopold, looks at it: "My wife is addicted to people."

Who knows what combination of talents and experience will suggest a niche for you? Are you fond of cooking and do you also enjoy public speaking? Perhaps your local gas company could use a part-time demonstrator. At least, you might find out. Have you worked as a baby-sitter since you were eleven years old and liked it? And did you learn typing at school? Perhaps the new pediatrician in town would like an office assistant who has a knack with children. Have you always been the "handy man" around the house, much more adept with hammer and screwdriver than any of the menfolk? And remember all those years you ran the PTA when your children were in school? How about starting a group in shopwork for children in your own garage tool shed?

The chief thing is to have the list of your assets always ready at hand, as available for reference as your engagement calendar or telephone directory.

It was Plato who said, "Know thyself," and he was a very wise man.

CHAPTER 5

Vocational Counselors

SUPPOSE THAT YOU'VE TRIED your best, on the strength of such a checklist as I suggested in the last chapter, to find out what sort of person you are and what sort of job to look for, but you're still in a quandary. Sure, you know how to play the piano, and you like to swim, and you are a whiz at knitting and crocheting, but in the town where you live there's office work and the steel mills and bookkeeping, period. To try to land anything else is a waste of time. And besides, you just aren't awfully good at any one thing, you think dismally. "I just don't know what I have to offer," you say. "If only someone could give me a steer in the right direction."

Well, someone can—a vocational-guidance or counseling service. There may be one right in your own town, or, if not in your home town, surely in the nearest sizable one. If you don't know the name to look for, try the yellow pages of the telephone book, under "Vocational Guidance," "Vocational Counseling," "Psychologist" or "Psychological-Testing Service." A vocational counselor is trained to give exactly the sort of guidance you are seeking. He (or she) is an expert in evaluating personality, capability, skills and all the other qualities that make up the total individual in search of a career.

Most higher educational institutions today, both high schools and colleges, offer fine vocational-counseling services. In most cities there are competent testing organizations which are available to you if you want to write or telephone for an appointment. Naturally, a fee is charged for consultation by private counselors, and it is highly probable that one session will not be enough, for a number of tests will be needed to make the picture of yourself complete and the professional recommendation sound. But the fee is well worth while if you regard it as an investment in your future. You

pay the doctor, the beautician, the attorney, for specialized services that provide peace of body and mind. Equally valuable is the expert advice of the career specialist.

These vocational-counseling firms employ psychologists trained to analyze your abilities and also your liabilities. The battery of tests you take are designed specifically to bring out in clear focus your aptitudes and interests. While it is true that the tests are not infallible, normally they result in a sound analysis of your potential. Given by experts and interpreted by experts, they are a trustworthy chart for the course you ought to steer. Even though testing of this sort cannot be as exact as chemical or physical testing, we have found in our organization, through testing large numbers of our own staff, that by and large the results are reliable.

Don't be scared of the "ology" in the titles "psychologist" and "psychological-testing service." You can find out, discreetly, the professional status of any testing individual or group by inquiring of schools, service clubs or industrial personnel managers who are in a position to know. If a psychologist gets an O.K. from one of the experts, you'll make no mistake if you consult him about your qualifications for working. Although naturally he will have to ask you personal questions to find out what he needs to know in order to guide you properly, you won't have to lay bare the innermost secrets of your soul, as though you were being psychoanalyzed.

If you are made nervous by the prospect of being professionally subjected to tests by experts, take a deep breath and stop and think. Ever since you were old enough to go to school, you have taken tests—tests in the three R's, aptitude and achievement tests, intelligence tests, regents or college board examinations, and many more if you went into higher education—and lived to tell the tale. Remember, the person who tests you professionally is not trying to show you up, or prove that you deserve a high or a low mark through your test performance. He is helping you to find how best to use your native and learned skills. He is trying to define your character and latent talents so that he can suggest the sort of work which all the many sides of you put together will do best, for your own happiness and your efficiency as a worker. That is what he

has been trained to do. An experienced vocational counselor or psychologist knows how to put you at your ease and will try his best to see that you are relaxed before he gives you oral or written questions; he knows very well that this is the only way he can get you to do justice to yourself. It's to his interest as well as yours that he dispel your doubts of yourself and your future, for if you are pleased by the results you will recommend his service to others.

There are other sources of vocational guidance, too. Every state employment service offers a full-scale vocational-counseling service. Your interviewer may not mention it, but it exists just the same, free and available to anyone who requests it. Aptitude tests are also given at most Veterans Administration centers.

Also, most vocational-training schools have a built-in counseling service open not only to its own students but also to the public, for a very small fee, if any. The same is true of many Y.W.C.A.s and similar community service associations. If you are in doubt, call your local Red Feather agency, where someone on the staff surely will be able to steer you to one of the member groups that can provide the help you seek. In all the above, except the private vocational-guidance and psychological-testing services, the fees are nominal, if there are fees at all.

Don't be tempted to pay a big fee for counseling, either in person or by mail, till you get all necessary information about its standing. If you have doubts, check with the Better Business Bureau or inquire of the National Vocational Guidance Association, 1424 Sixteenth Street, Washington 6, D.C.

And yet, vocational counseling is only a guidepost. In the long run, it's still you who have to make the decision as to the type of work you want. You will have to weigh the test results against such factors as your home situation, the hours and days you will be available for work, and so on. But at least you will have a clear concept now of who you are and what you can do, and that should give you the impetus you need to get started.

One brief but important "don't": don't try to follow all the oh-so-well-meant advice of your friends and family who want to be helpful. Naturally, there's always something to be learned from

others. But remember, you are yourself, and they are themselves; they are perhaps swayed by some subjective reaction to you and your personality over the years, while the vocational counselor is trained to be objective, with your basic needs and welfare always in mind. Your husband may say, "I don't know why all the fuss. Your friend Jane got a job in the hospital office just by answering an ad, and you're twice as smart as she is." Well, maybe so. But perhaps your husband doesn't realize how deep-rooted is your hatred of hospitals, and how equally deep-rooted your yen to do playground work. Perhaps you don't even know it yourself. But the vocational counselor will unearth both such facts very quickly and probably, into the bargain, have some constructive ideas about where it would be practical to look for the sort of work you can and truly want to do.

Stick to your guns. Forgo the new dress or the theater tickets, and save up for some expert vocational help if you know you need it. In the long run it will probably pay off not only in dollars and cents, but in the matchless satisfaction of knowing you are headed in the direction that is right for you.

CHAPTER 6

If You Have "No Training"

IF YOU AND I were meeting socially instead of between the covers of a book, would you, I wonder, be one of those who confide their work problems to me? All specialists—doctors, lawyers, merchant chiefs—are subject to this sort of "professional confessional." And so it is with someone like myself whose field is employment.

If you should say sadly, with a sigh, "I'd just love to find a job but how can I with no training?" I would probably reply in all

seriousness, "Miss X (or Mrs. Y), what do you mean, 'no training'?"

The word "training" signifies many things to many people. To a public-school teacher or a future public-school teacher it might mean a B.S. or a still higher degree in education—all the required points that qualify you for the position you seek. On the other hand, it is well known that in certain educational institutions, if an art teacher is needed, or an athletic coach, or a leader of a group in creative writing, it's often a specialist in the subject, perhaps without any academic degree whatsoever, who is engaged—and does a mighty good job, too.

The same principle holds true in other areas. Take, for instance, diplomacy. What better spokesman for our country can we imagine than Eleanor Roosevelt? Yet in the generally accepted sense of having gone to college and "trained" for foreign relations, she was untaught. She learned by experience, as First Lady and through being her husband's right hand in many real-life situations, to become one of the foremost good-will ambassadors of our own or any generation.

If by "no training" you mean no specific instruction in how to perform a definite type of operation, like, for instance, nursing, merchandising, laboratory work, or if you are referring to a specific college degree which is needed before the sort of work you have in mind can be obtained, that's something else again. Either you have it or you haven't, and if you want strongly enough to do whatever it is, no matter what your age bracket the chances are it will be worth while to look for the proper training. The continually expanding opportunities in adult education, geared to early marriages, streamlined households, increased longevity and shortages of trained personnel, make going back to school more the rule than the exception to it. We've all seen newspaper stories, with photos, of mothers and grandmothers receiving their diplomas at the same time as their offspring, and a fine thing, too. So if you know exactly what you want and what you need in order to get there, my advice to you is to inquire about the schools and colleges and organizations that offer courses in your own community, or

the nearest ones to it. Or if you are really too far away to take the courses in person, look into TV courses and legitimate correspondence courses in your subject. Many of these are on high-school, technical and college levels. But make sure that any correspondence course you may decide on is on the up and up; the woods are full of traps in this area. Where there's a will to get training in what you are ambitious to be, there's usually a way, if your family is willing. In the long run, it will probably prove profitable, both financially and psychologically, to secure it.

If you are young—let's say twenty-five or under—and have never had time, due to early marriage or other circumstances, to train for or hold down a job, and you are suddenly confronted with acute financial need that requires your immediately going to work, your problem of "no training" seems, till you stop and think, an insuperable obstacle. But don't jump to conclusions. Surely you have always had a certain taste or flair for doing a certain sort of thing that gives you pleasure and that you do well. Is it a knack with children that has made you popular in your neighborhood as a sitter? Is it earning Girl Scout honors through cake baking? Were you, and are you still, an accomplished ballroom or square dancer? Have you always been an avid reader? In other words, isn't there some sort of activity, intellectual, manual, physical, that you feel at home in? Then, in a sense, you have what many people with more formalized training sometimes do not achieve, a native gift, and you have something positive to offer a prospective employer if you offer it in the right place and in the right way. So before you slap that unfortunate "no training" label on yourself, pause and take stock. To aid in pinpointing your built-in qualifications, I suggest that you turn back to the test on pages 27-28 and give yourself another run-through. Even if some of the spaces are necessarily left blank, you'll be surprised at how much you can fill in, and how helpful it will be.

The person with no formal training, like the person with it, must take into consideration several factors before actually hunting for a job. These are age, marital status and the whys of working. Although all these matters are discussed in other sections of my book,

they must be viewed here in the light of nontraining in a slightly different manner than elsewhere.

As you know, I am a firm believer that nowadays most women even into their sixties are not too old to work or to learn. Still, the problems confronting a young untrained woman are different from those of an older one. (These matters are discussed in detail in Part II.)

If you are young, inexperienced and unmarried, and you want to work to keep busy and earn money until Prince Charming appears or until the wedding date is set, before you accept any stopgap, makeshift job ask yourself whether you aren't being short-sighted. Unless you are acutely short of funds to marry on, why not concentrate on what is best for the long pull? Granted you could use to good advantage now any money you make as an untrained worker at any unskilled job. But if you use this interim time to take a business or secretarial course, or to study any subject that you feel you'd do well in, think how much more valuable your services will be later on. As your skill increases with practice on the job, so will your earning power increase. Not only that, but even if you have to stop working while your children are small, you will still have the basic specialized training that will enable you to go back to work, if and when you like, either part time, full time or on a temporary basis. (For more on this important subject, see Chapter Eight.) Therefore if you are young and untrained, with no pressing immediate financial crisis to meet, my advice to you is: Go back to school and train in whatever you know you are most likely to succeed in. Later it may not be so easy to find the time. Above all, don't dismiss as a luxury the idea of spending money on training rather than earning it. In almost every community there exist vocational schools, organizations like the Y and college extension branches that offer the sort of training that will make you in every respect a more "valuable" member of society.

There is also the possibility of finding work with on-the-job training. If you have manual skill, try to find a factory where delicate operations involved in assembling parts are taught on the

spot. Banks generally have a specific training program for young people interested in making a career in bank work. Almost every sort of business needs file clerks, and if you don't mind filing, you might consider applying for such a job with an organization in the field of your special interest or ability—a travel bureau, a record shop or a newspaper, for example—with the thought of training yourself, or being trained, for higher things in the field. Right here in our own community, the head of the large women's department of one of our newspapers got her start by taking a lowly temporary job on the paper during a college vacation because she had always loved the idea of working on a newspaper. Department stores offer excellent opportunities for on-the-job training. In fact, many of the present leaders in the merchandising field began as stock girls or salesgirls and worked up from there. There is no down!

But if you are up against it from the money standpoint and must have a job by tomorrow, then you have to take anything that comes along and be thankful. This is certainly not an easy or pleasant prospect, but it certainly happens less often than you, in your first panicky moments, are likely to think. Still, if it should happen to you remember two things: that you can learn in almost every situation and that people are wonderful, no matter where you find them.

Shakespeare put it memorably: "To make a virtue of necessity." If you're up against it, it's not a total loss. Maybe it will be, in a certain sense, a gain.

This constructive attitude was displayed by thousands of older people who came to this country as refugees from the Hitler terror. Surely some of you will remember one or more of these men and women, most of whom used to live comfortably, who had to take menial jobs to keep themselves going and were both cheerful and effective doing them. I remember an elderly woman who came to our city. Her husband, killed in a concentration camp, had been an eminent surgeon in Berlin. Mrs. B. was, of course, interested in hospitals, and she took a job as a hospital aide, scrubbing floors, carrying trays, performing all the routine, backbreaking jobs. And so graciously that she became a favorite of both the staff and the patients. When her friends praised her for her uncomplaining

attitude, she'd wave off the compliments. "It gives me joy," she would say. By which I assume she meant joy to serve and joy to be needed. It's a little lesson I like to recall every now and then when the going gets tough for me and for others.

Let's get back now to another main category, that of the "untrained" young married woman without children. Often in such cases the husband is still a student, perhaps working toward a degree in medicine or law. Any money the young wife can contribute will serve to lessen his burden. Whereas twenty years ago it was unheard of for a wife to earn or help earn her husband's way through college, today it happens all the time. The G. I. Bill of Rights money lasts only so long, and work for a professional degree lasts longer. And so it's up to the wife to supplement any fellowships or family stipends to enable her husband to attain his ambition.

Luckily, most colleges are situated in college towns, and in these there are usually many job openings for the young untrained woman. Bookstores, libraries, shops in the college vicinity and all the other numerous adjuncts to busy campus life, as well as the professors themselves, are glad to have steady reliable help. Nor should you overlook the fact that colleges provide the opportunity for further training for the wife as well as the husband. Many a young woman of my own acquaintance has made use of the study opportunities in the school where her husband is enrolled, either by registering as a student herself or by getting permission to audit the course or courses of her choice. It may sound like a strenuous program, and it is, to earn and learn and keep house too. But housekeeping for two in a college atmosphere is usually informal, to say the least. Most young student husbands are tolerant about not being served gourmet meals under the circumstances. The bank balance is more important.

If a young wife does not need immediate financial returns, because her husband has a splendid university grant or is holding down a promising and lucrative job, this is a fine opportunity to prepare herself for a future career, either by enrolling as a regular full-time student with a definite goal in mind or, if school expenses seem too heavy for the budget, by offering her services as an

apprentice in the field she fancies. A girl who is a distant relative of mine married a couple of months after her high-school commencement and moved out to Los Angeles, where her husband had a unique chance to work in an electronics laboratory and continue studying toward an M.A., all tuition paid. Ronnie always had had a feeling for painting and drawing, but she had been too much of a social butterfly to do much about it. However, she decided that now was the time to do something. She flirted with the idea of going to art school, and while she was trying to make up her mind she drifted one afternoon into a private art gallery that always had interesting shows. The dealer really didn't need an assistant, but he was charmed by Ronnie's enthusiasm for the current exhibit and her intelligent appreciation of modern painting. He allowed her to work regularly, part time, to learn the business (at an infinitesimal salary), and learn it she did. When the boss realized that Ronnie was a natural, he made it possible for her to take courses at the university, and she became twice as valuable. By the time she was expecting her first baby, she was working on a salary plus commission. Now they are living in Santa Monica and are expecting baby number three, but Ronnie has great professional plans—to open a gallery of her own over the garage about three years from now.

Remember, if you have no training as such, but an interest, that may be your point of departure. Designers, recreation experts, talent managers, individuals in almost any line of work are always appreciative of the young person with a true interest in his field.

If you are older, with no training other than your general experience as a housewife, a mother, a club member, a volunteer social worker, you are not "untrained." The mature woman who is perfectly sure that now she wants a job for money need not feel diffident about her qualifications. Though on a questionnaire (or in my car at a dinner party) you might label yourself someone with "no training," neither I nor any other employment man would accept that estimate. There are many positions which can put to good use all your household and maternal know-how. You must have confidence in yourself, know where to look and, above all, be perfectly sure that you are willing to work regularly and

seriously. (For more information on jobs available to the mature worker, see Chapter Fifteen.) Even if you have been admittedly "frivolous" all your days, have spent your afternoons playing cards, have enjoyed life on cruises or at the smart resorts, have "wasted" (your word, not mine) your summers on outdoor sports, when some freak of fate or inner urge makes it necessary for you to go to work you have a natural head start on jobs of a certain sort. Travel agencies, resort hotels, cruise ships, bridge clubs, adult camps—wouldn't you fit in there? Not everybody has had your sort of experience.

I know a lady in an Ohio suburb who won fame in her home state as an amateur golfer. The rec room in their converted old farmhouse gleamed with her trophies. Dorothy was proud of her low handicap, and so was her husband, who wasn't much of a golfer himself. "She'd rather play than eat," he would say indulgently. "And I feel the same way about it. That is, if I don't have to get trimmed by her." When her husband died, the bottom dropped out of everything for Dorothy. They had been a devoted couple, with no children, and she simply didn't know what to do with herself. Though she was left comfortably off, she had no ambition to go into tournaments any more; her game lost its zip, and she began to put on weight and look her age, for the first time in her life. Then someone suggested that she turn the big field back of the house into a golf driving range. Now Dorothy is happy and functioning again. During the good months she is as busy as she wants to be, teaching what she knows best. And she is thinking about trying a similar setup in Florida next winter. For her, it was a unique and perfect solution, combining special know-how with special circumstances. This is the sort of move that more women are able to make than they are aware of, when the moment presents itself.

Let's sum up what you can do about yourself if you have "no training."

1. Ascertain your own special why of working, as outlined in Chapter Three of this section.
2. Test yourself again for your qualifications, as specified in Chapter Four of this section.

3. Get help from a vocational counselor or psychological tester, if such seems indicated. (See Chapter Five.)
4. On the basis of the above findings, your age, your marital status and other special factors, decide whether you want:
 - a. Immediate financial returns at any salary you can command.
 - b. A job with on-the-job training.
 - c. An apprentice job with little or no salary.
 - d. Specialized training in a field in which you are interested, with a view to a future career.

For years I had no idea who first said, "It is later than you think," and I only just found out, because I want to say just the opposite. It was Robert W. Service (better known for "The Shooting of Dan McGrew") who wrote:

*Ah! The clock is always slow;
It is later than you think. . . .*

And what I say—though not in poetry, for that's not my line—is: For all of you who think you have "no training," take your time and use your head. It is earlier than you think.

CHAPTER 7

Education—a Gilt-Edged Investment

THE MORE EDUCATION a woman has in terms of school, college, postgraduate work and special training, the greater are her chances for an interesting and worth-while working career. Among all American women of working age during the year 1952, of those who had only an elementary education 30 per cent worked, of the high-school graduates 37 per cent, and of the college graduates 47 per cent—as you can see, a rising percentage of workers as the years of education increased.

There are several reasons for this situation. In the first place, the

woman with more education generally marries later, and statistically there are more college graduates than noncollege who do not marry at all—possibly because they become entrenched in their careers during the years when other women are having children. Moreover, the college woman who marries tends to put off starting a family for the first few years of marriage so as to keep on working, and when she does begin having children she has fewer of them. This means, of course, that she can get back to work sooner and at a younger age than the woman who has a large family that keeps her at home for a greater number of years. It is to the advantage of the college graduate to get back as soon as possible to a professional or specialized job, for if she waits too long she will find it hard to re-establish herself at the level she had reached when she left to have children.

Statistics prove that college women are more apt to work at the beginning of marriage and after they are thirty-five years old than noncollege women, adding many productive years to their working lives.

Naturally, the amount of education a girl has had influences the sort of work she does. Those with only an elementary-school background cannot usually hope for better than routine operative or service jobs. Those with some or all of high school behind them can count on clerical or sales jobs. Actually, in the year 1950, although 30 per cent of college-trained women held down clerical and sales jobs, the other 70 per cent were employed in the professional or the technical field.

It seems clear, then, that the longer you are able to go on learning, and the more specialized training you can acquire either before you are employed or during your term of employment, the more interesting your work is likely to be, and usually (though not invariably) the higher your salary. There are sometimes situations in which the work for which you are trained brings you satisfactions other than purely financial ones.

Take, for instance, the teaching positions. The fact that more than 87 per cent of all teaching jobs on the elementary-school level and 50 per cent of those on the high-school level are held by women is proof that they provide a unique appeal. It can't be

money; teachers, for all their special training requirements, often draw salaries not on a par with those earned by their sisters of equal training in other fields, such as biochemistry or textile designing. What are the nonmonetary compensations in a woman teacher's life? One is the consciousness of participating in important work, the very foundation of our democratic society. Another is the long summer vacations and the shorter ones within the school term, giving teachers more time for their own interests, their friends, continuing their education and so forth, than those in more highly paid fields.

The book-publishing business is another that draws many college-bred women into its fold. Job for job, from top editorial level right on down the line, girls who work in the book field just don't earn as much as their opposite numbers in advertising, big industry, or even department stores. But they like books, they like to meet authors, they like the thrill of satisfaction they get from feeling that they are contributing to the intellectual life of the nation.

Therefore, in educating yourself for a career, although certainly your earning power is in the forefront of your mind, you must not forget that certain jobs promise other rewards.

From the beginning of this book I have tried not to let you lose sight of the fact that in terms of women in employment today's world is as radically different from your grandmother's world as the horse-and-buggy is from Sputnik. Forgive me if I remind you once again—it is so apropos here—that in our time 60 per cent of all American women who work are married, that in 1959 about 50 per cent of the female population between the ages of forty-five and fifty-four were in the labor force, and that both trends are likely to continue as our population grows.

To keep up with our own and future times, then, it is only practical when planning their education for women to take into account the revolution in their working lives: the strong probability that they will not only work early but also work later in their lives.

The revolution in the working lives of women has been the cause of two basic and still undecided controversies in the world of education. I think they are phrased best in the form of two questions:

1. Should education for girls stress preparation for careers rather than general cultural background or liberal arts?
2. Should education for girls be different from education for boys?

Since undoubtedly you will encounter these two basic questions (if you have not already done so) either in preparing for your own working life or in relation to the preparation of your daughters' or your friends', in order to make intelligent decisions and give valuable advice when and if it is requested I believe it will be worth while to at least clarify the issues. I cannot promise to do more. Books violently pro and con have been and still are being written on these two topics, and far be it from me to get in the line of fire, much less expose you to it in this book, which after all is supposed to be a help to you, not a cause of further confusion.

1. *Should education for girls stress preparation for careers rather than general cultural background or liberal arts?*

Some educators believe that by the time a girl leaves high school she should already have some definite skill, like typing or domestic science or commercial art, with which to start her career. If you are planning not to go on to college, this is a point of view to pay attention to. Are you going steady? Are you getting married as soon as commencement is over and your young man has a job? Will you be working until, and possibly after, the wedding? O.K. Maybe, then, your best bet is to choose a course that will equip you with some special training leading to a job. This means, of course, that you will have to give up taking some of the purely cultural courses—languages, literature, possibly one of the arts—since there isn't time for everything. But in the circumstances this is a sensible choice for you. Some day, maybe, you'll catch up on the culture. And if you feel this is the right choice for you, don't ever forget, amidst all the stress and bustle of your later life, that you still have some "culture" to catch up on.

The same battle—functional vs. liberal-arts education—rages still more furiously at college level. Is it necessary, if you are planning a career in, let's say, department store merchandising, to take required courses in modern European History and pass the minimum foreign-language requirements for graduation? Would

you be better off, you wonder, not going to a college with such requirements but, rather, going to one that allows you to stress heavily those social and economic subjects that are closely allied with your basic interest and ambitions? It is certainly a question. My own feeling is that to narrow your intellectual interests while you are still being educated will tend to keep them narrow throughout your life. There may come a time when you will have to give up your exciting career in merchandising for one in child rearing. If you have a groundwork in the purely cultural subjects, won't it be a handy outlet for you, till you can resume your career again? Won't you be a more interesting, and interested, woman if your frame of reference is a wide one? Will your husband be content to talk only about domestic trifles at the dinner table, or would he prefer to branch out to other subjects—books or pictures or the political scene?

Not too far removed in area from this question is the other: 2. Should education for girls be different from education for boys? This is really a hot potato.

On the one hand, certain experienced educators, like Dr. Lynn White, Jr., believe strongly that education for girls should indeed be different. Dr. White has written a provocative and thoughtful book, *Educating Our Daughters*, in which he states that education for women should stress a return to "femininity," should re-emphasize the unique contribution women have to make as wives, mothers and homemakers, in order to prevent the disintegration of the home and of American society. He feels that women, however socially and politically emancipated from their old bondage, have grown dissatisfied with what is, biologically and emotionally, their true role, and only if they are re-educated to accept that role will they, and therefore the American social structure, remain on an even keel. Induce women students, he urges, to take courses in college in subjects related to the running of a home and the raising of children—culinary art, flower arranging, costume art, weaving, leatherwork. To learn such skills—plus, of course, the fundamentals of child development—he says, is practical, and there will always be time for them in a curriculum devoted to more intellectual subjects. He does not pass over the realistic consideration

that girls, like boys, might have to earn a living, either early or later in their lives. But since, in his opinion, girls have a tendency away from the pure sciences and the theoretical subjects and often tackle them merely to prove their equality with men, it is more sensible to steer away from them. His point of view is subscribed to by an embattled group, including Dr. Marynia Farnham in her book *Modern Woman: The Lost Sex*, written with Ferdinand Lundberg.

The opposite side of the debate reveals to us the emphasis on a liberal-arts background. Any woman of intelligence, this group states, can learn cooking, sewing and housework through experience, on location. But once she is surrounded by duties and babies, she is unlikely to find time to catch up on the Greek philosophers, social anthropology, or civilization in the United States. And why, you might ask, is it so important for Miss Everygirl to be acquainted with these and similar longhair subjects? After all, isn't it most important for her to earn money toward the family income for as long as she can and, when that time is past, concentrate on keeping her family fed, clothed and happy? Suppose she doesn't know Shakespeare, Kant or Sandburg. So what? Well, in terms of Miss Everygirl's inner resources, perspective and potential as a parent, a background of liberal arts makes an infinite difference. Spearheaded by Dr. Mirra Komarovsky, the group in favor of a liberal-arts education for both girls and boys bases its beliefs on the intellectual equality of the two sexes and on the increasing participation of fathers in the affairs of the home as well as that of mothers in the world of wage earners. Although many women, Dr. Komarovsky states, tend to steer clear of the pure sciences, there is no reason to suppose that some women are not truly gifted and qualified to compete in this and other so-called men's fields. The ideal situation in reshaping the program of studies in a liberal-arts college, she says in effect, would be to include a sociology course in marriage, family relationships and child psychology, along with other liberal arts, if only educators and students themselves would raise this subject in their thinking and feeling to the level where it belongs. Nothing would be accomplished by offering an entirely different set of courses for women, except to pull down

the earning capacity and the intellectual attainments of the women themselves. Together, not apart, and trained equally toward striving for a better world, girls and boys educated in the liberal-arts tradition have a better chance of achieving their goal. This sums up the opposition, so to speak.

Now, whether you happen to be on one side or the other of these two vital issues is not the point at this moment. The point is that you be alert to your educational opportunities and needs, to your choices, to the possibilities of the years of working life ahead of you and to your need to think ahead on the subject of how you can best prepare yourself to meet what life may have in store for you. The great thing is to think ahead. How you think and what you choose are an individual matter.

Remember that extracurricular or vacation jobs give you the ideal chance to test out what you can do and whether you are on the right track in terms of the sort of courses you chose last year. There is still time to try something else if you've made a mistake. Remember, too, that education doesn't stop just because you've finished school or college. Keeping up your skills, widening the scope of your knowledge, learning new facts, acquiring new understanding can keep you dynamic and young all your life. And, in practical terms, these can influence some employer to choose you (a fifty-year-old woman who has a lively mind and spirit and is still learning) rather than a superficially attractive younger woman who is dull and uninteresting.

There is a story told about the great Chief Justice Oliver Wendell Holmes. On a fine spring afternoon a fellow Justice, much younger, went to call on his retired colleague, who was by then in his nineties, and found Holmes in his library, deep in a history book. "What are you doing indoors on this beautiful day?" asked the friend. Justice Holmes looked up and smiled. "Improving my mind," he said.

Women have succeeded in hundreds of different careers, in positions which they have achieved through years of hard work, sometimes lucky breaks, often sacrifice. But varied though their experiences are, all these women agree on the unique value of edu-

cation and training. There can be no adequate substitute for these. Here is what a few of them say:

Mrs. Ivy Baker Priest, former Treasurer of the United States, advises young women interested in entering the field of finance and public service to go to college and prepare themselves for the field of their choice. Interestingly enough, she gives the same advice to older women!

Mrs. Gertrude G. Michelson, manager of the employee relations department of Macy's department store in New York City, a position involving both personnel and labor relations work, recommends a good liberal-arts background, with specialization in the social sciences. She herself supplemented her B.A. degree with law school training, thus enhancing the analytical approach to problems which she feels anyone in her line of work ought to have.

Beatrice A. Hicks, an engineer and the president of the Newark Controls Company, Newark, New Jersey, writes that in her field of engineering, which today offers new opportunities for women, a college degree is essential and graduate work desirable.

And so it goes. Those who have "arrived"—and some few the hard way, without too much formal training, but simply through basic intelligence, perseverance, ambition and lucky breaks (which they are the first to admit)—agree that the more formal education you have behind you, either general or specifically geared to your field of choice, the better it is for your working future.

There is one aspect of education which certainly must not be overlooked: the financial. College graduates and those with advanced training on the average earn far better than those with less training. In a chart issued by the U. S. Bureau of Labor Statistics, this is graphically demonstrated:

Average Yearly Income

	Age 25-34	35-44	45-54
College Graduates	\$5,500	\$7,500	\$8,800
High-School Graduates	4,500	5,200	5,100
Grade-School Graduates	4,000	4,300	4,200

Education really pays off, in more ways than one!

In Chapter Twenty-five, which is a catalogue of fields with job opportunities for women, I have noted under each one the training or education necessary for the various jobs in that field, as well as any on-the-job training they may provide. When you reach that section you will have a chance to match up what you have learned from this chapter against concrete opportunities. Meanwhile, suppose you give yourself a little test—let's call it the Education Test—and see how you come out:

1. If you are still in school, are you being trained in any special skill with a job in mind? College? Marriage?
2. Are you planning to get married shortly after commencement, and to continue working? If so, are you training for a specific type of work?
3. If you are going to college, will you major in a subject leading to a career or in some liberal-arts subject, or take a course that combines the two?
4. If you already have an extracurricular job, or are planning one, will it help you to decide whether or not you are on the right track?
5. In planning your college curriculum, have you allowed for building inner resources for your future nonworking, noncollege years?
6. If you need further training for the work you want to do, have you arranged, in your job or your home life, for time to take it?
7. Do you plan sometime to go back to school and catch up on the education you may have missed?
8. Would your earning power increase with further study or training?

CHAPTER 8

Full Time, Part Time, Some Time, No Time

THIS IS A VERY PERSONAL CHAPTER about a very important subject: time. For you are the only one who is able to decide how much of this precious commodity you can afford to

spend out of each day, week, month or year on working for pay. All that I, or anyone else, can do is to set forth the various possibilities for you to consider in view of your own special situation.

If you are of working age—and, as we have seen in previous chapters, this means most of your adult life—and you are thinking about going to work, as you must be or you wouldn't be reading this book, one of the first things you will have to decide is: What is the best time plan for you? For, as that practical philosopher Benjamin Franklin said, "Time is money." And it's just as inadvisable to waste one as to waste the other.

Originally there was only full-time work. You worked all day every day, Sunday excluded, until either you or the light gave out. Today, unless you own your own business, hours are strictly regulated. Working hours per week have shrunk, and automation will shrink them still further. In most industries there is at most a half day of work on Saturday, if that. Workers are paid at least time and a half for overtime. In businesses such as department stores, where a full day is worked on Saturday, time off is given during the week. Your time at work is arranged according to agreement between employer and employee.

In terms of you as an individual, however, it is a private responsibility to decide what time pattern of work is best for you.

There are three main categories of work in terms of time: full time, part time and temporary (which for purposes of harmony I have called "Some Time" in the chapter title).

Let's consider them one by one:

FULL TIME

This implies that you devote all your available working hours to a job. The exact specifications of how these hours are arranged are laid down by the company or the organization you work for. Full-time work means that you feel free to work away from home for the majority of your waking hours. It means that if you have home responsibilities—a husband, children or other dependents, housekeeping, marketing, laundry or mending, su-

pervision of your family's health—you will be carrying a double burden. A full-time job away from home and a full-time job as homemaker are too much to carry unless you have superb health and executive ability or help in the home that doesn't use up all your profits from working. With this dual load, your social life probably will suffer, and possibly your health and your temper. Unless you can make practical and efficient arrangements in your home to relieve you of part of your work, unless you are so deeply involved in a career with a future that you feel you will be making a mistake to give it up even for a few years, unless your husband is in favor of your dividing yourself and your energies, then my advice to you is: Stop. Think. Is a full-time job necessary right now? Might not some other time pattern be better for you and those close to you?

For, after all, you don't want to impose so much of a strain on yourself through doing two full-time jobs that you don't give your best to either.

This is discussed more fully in the chapter about the woman with preschool children (Chapter Thirteen). If you are in that category, you might turn to page 98 now and take the message to heart before you decide on your own disposition of your time.

To sum up my recommendations on the subject of full-time work, here they are: Full-time work is for you if:

1. You are free and unencumbered by a dependent family.
2. You are absolutely in need of the income you earn.
3. You are so far launched on a career that it would be crippling to you and your future to stop now.
4. It is economically and practically sound to hire help for your household needs.

PART TIME

Part-time work is in the air. It is regarded by the experts as the coming solution of the shortage of skilled labor. Former Secretary of Labor Mitchell stated in an address, "Coming Problems in the Labor Force," in 1957, "I do not think industry in this

country has fully comprehended the possibility of part-time workers." Evidently only certain industries, such as department stores and supermarkets, have done so to any marked extent. In the opinion of many labor experts, however, the other businesses and industries are coming to recognize the importance of part-time help and gradually will reorganize their working schedules accordingly. For the great reservoir of potential workers is among middle-aged women, most of whom want to work only part of the time, since they have home responsibilities.

As you will see later, part-time work plays an important role in the lives of many women in this and other categories—teen-age students as well as grandmothers, married women of all ages, with or without children. Whereas twenty-five years ago, or even less, it was not easy to find part-time work, now the picture has changed. Today more and more employers are availing themselves of this tremendous potential of working women who have part of each day to give.

Where do you look for part-time work? I'd like to suggest that you make the Manpower office in your city your first port of call. We have many types of jobs for women seeking part-time or temporary work. In our organization we employ literally thousands of girls and women on a part-time basis in jobs of many different sorts. In the Appendix you will find a complete list of Manpower offices for your convenience. Try us!

Most private employment agencies are not very helpful in this connection, as they make permanent placements. Your state employment office is sure to be helpful, however, as are newspaper want ads. Be careful, though, about ads that offer part-time work in your own home. These may be an excuse for trying to get you to buy pamphlets or do-it-yourself kits. (See Chapter Twenty-eight, "Self-Employment in the Home.")

Another source of part-time-work information is your local Y.W.C.A. The Chamber of Commerce might be useful also, and you might visit the trade association of any field you happen to be interested in entering. You might try on your own initiative, too, to investigate companies or professional offices where you suspect your services might be helpful.

it you are still in doubt about some field that attracts you, remember that your local library, your school vocational-guidance service, your state employment service and the U. S. Government publications on job opportunities all might provide you with the information that you need.

Chapter Seventeen will tell you in detail how to look for a job, and this means part-time as well as full-time work. Which leads me to one final and most important point: Your responsibilities if you are a part-time worker are exactly as great as if you are on a full-time basis. An employer who respects you as a worker does not care how many hours you work as long as you fulfill your part of the bargain. He does not look upon you as an extra or a spare. Someday, if you should want to work full time, he will be glad to welcome you on a different basis—but only if he knows you have done a good job in the past. Part time doesn't mean part good.

Part-time work is for you if:

1. You are a student helping yourself through school.
2. You are married, with a home to care for.
3. Your children do not require your whole attention.
4. You are a "mature" worker who would prefer not to work full time.

SOME TIME (TEMPORARY)

A temporary job is held either for as long as a certain assignment lasts or for a period of time previously agreed upon. Temporary work may be either full time or part time, depending upon the arrangements you make with your employer. Its characteristic is a definite time limit; when it's over, it's over—that is, until the next one comes along; and if you complete one job satisfactorily and the system co-ordinates with your mode of life, there is a big chance that you'll be in the market for another, one of these days.

As I pointed out in Chapter One, our own organization stemmed from our sudden need for temporary help. That thousands of other firms throughout the country and the world often are in similar

need is the foundation stone of the business we have built up. It is well known that Christmas and Easter are peak seasons in the retail business; other businesses have other peak seasons when they need to take on extra personnel. Private home nursing rates as temporary work; so do substitute teaching, seasonal bookkeeping and accounting, survey work, food demonstrating. Clerks, secretaries, typists and receptionists engaged to fill in during illness or vacation periods, resident baby-sitters, resort waitresses, camp counselors are considered temporary help.

It may be that your experience, skill and family situation make this sort of job the most practical kind for you. If, for instance, your husband's work keeps him away from home weeks or months at a time, perhaps a temporary job will help you to fill in the empty days and earn money besides. If some financial crisis should arise, such as the need for surgery or protracted medical care, costly home repairs that cannot be put off, a wedding or a funeral that must be paid for, or anything else that requires a large immediate outlay of cash, then perhaps a temporary job is the answer.

Does your husband's line of work cause him to move from place to place, months or years at a time? An Army or Navy career often keeps a family on the move, and the same is true for engineers or industrial trouble shooters. Of course when the man pulls up stakes you and the family pull them up along with him, unless the children are so thoroughly adjusted in their school and their social life that you agree it would be unwise to move them. But it is not easy to become acclimated to a new environment when you do join him. New markets, new social clubs, new church, new manners and customs. People may or may not welcome you with open arms—you never know. Wouldn't it be better to fortify yourself with the sort of work that you know you can do? What quicker way to become part of a new community than to join its working force?

Or, instead, are you an independent girl with an itching foot, a girl who wants to travel and see the world? If you are, you may want to investigate our work-travel program, which offers a variety of temporary work to any woman with office skills who would like to see America. As in the case of a railroad man or a bridge builder

Pay for part-time work is usually figured on an hourly basis, at the same rate as that of regular employees. Certain companies have a fixed weekly or monthly salary arrangement, made separately with an employee according to her skill. Other companies pay whatever is established as the going rate in the area for part-time work. Now and then companies are to be found which pay a slightly higher rate to part-time employees to compensate for their being ineligible to receive company benefits.

Registered nurses working part time usually match the full-timers in hourly pay, and so do most food-service workers. A unionized shop pays at the part-time scale set by the union. Saleswomen get commissions in addition to their regular pay, and waitresses often receive more in tips than in salary. Companies requiring special aptitudes or knowledge, such as banks, insurance firms, laboratories and the like, naturally pay better for part-time work than employers of less skilled help. Part-timers are paid by the day, by the week or by the month, depending on the number of hours they put in.

The twenty-hour week seems to be the commonest pattern of part-time work in many fields, which seems to indicate four hours a day, five days a week. But if a woman has real skill to offer, and someone is in need of it, arrangements can be made to suit her convenience and the company's.

Organizations offering steady part-time work often enable their part-timers to share in the fringe benefits enjoyed by full-timers. These might include paid vacations and sick leave with pay. There are other extras to consider if you are looking for part-time work. For instance, if you work in a restaurant, free meals might be part of your benefits; if in a department store, a discount on your purchases there.

Raises are given to part-timers, usually, at the same rate as to full-timers. Occasionally raises are given for extra-long service or unusual performance.

Most companies allow part-time workers to take the regular rest and coffee breaks with the full-time workers. However, a long lunch hour is usually out. A part-timer may, in most cases, eat a quick sandwich on location, but that's about it.

It is very seldom that a part-time worker receives a formal orientation or training program. The few companies that give this have the same policies for part- as for full-time people.

Although the areas in which part-time work is needed vary from time to time and season to season, at the present time, according to various sources of information, these are the best places to work:

Advertising Agencies
Art Galleries
Banks
Clubs
Dance Studios
Dental Offices
Department Stores
Dime and Variety Stores
Dry-Cleaning Establishments
Employment Agencies
Finance Companies
Hospitals
Insurance Company Offices
Laundries
Law Offices
Libraries
Medical and Clinical Laboratories
Photographers
Publishing Companies
Radio Stations
Real Estate
Restaurants
Retail Stores
Savings and Loan Companies
Schools
Social Service Organizations
Survey Organizations
Television Stations
Travel Agencies
Women's Apparel Stores

In Chapter Twenty-five you will find more information about the kinds of work available in many of these fields. If after reading

will be right when you reach another working stage of your life. The sooner you accept the fact that life consists of a series of changes, the better adjusted you are at every stage, whether you work or whether you wait.

CHAPTER

Will It Pay Me to Work?

ONE OF THE BASIC QUESTIONS that any woman who wants to work must answer for herself fairly and squarely is, "Will it pay me to work?"

Whereas, as we have noted, a generation ago the paid work of most women ceased with marriage, this is no longer the case. That most women who are still young have worked for pay at some time in their lives and probably will work for pay again when they are older is the pattern of today's working world.

How, then, can there be a question about whether it pays to work?

As the old song says, "Money isn't everything." And sometimes, even, it isn't anything. I shall try to demonstrate this by discussing the question from the viewpoints of the seven women-who-work groupings listed on page 5. There are two main facets to the question, the psychological and the economic, and both must be reckoned with in considering each category of woman.

The young working high-school or college student (Group 1) may think there is no doubt as to whether it pays to work. "I need the money," she says to herself, "or I don't." But this is an oversimplification. Although jobs are important, for both the money and the experience they provide, they are not worth while if a student's academic work or her health suffers as a result. This applies to vacation jobs as well as to extracurricular employment during term time; they must not be so strenuous that at the end of

the summer girls return to school more tired than when they left. It is far better for a girl to investigate student loans, scholarships and grants than to struggle along doing justice to neither her training, her job nor herself.

For the young unmarried woman worker of Group 2, one might suppose that there was no real question about whether it pays to work. After all, she has only herself to consider; what she earns is pure gravy, especially if she lives with her family and has little if any overhead. But wait! There is the acknowledged fact that in the long run the more training one has, the more one earns. The special training that a girl gets pays off, not only in the immediate future but for her whole working life, in dollars and cents and also in satisfaction. If you are a young unmarried worker, you must ask yourself whether it might not get you further ahead in the long run to stay in school a while longer, take postgraduate work, go to technical school (and work part time if you have to) or apply for a grant or fellowship, in order to develop your knowledge or skill to its maximum earning power. Remember, too, that if you marry and have children and, like the majority of women, want to return to a working career when the children are older, you will have more to offer if you have taken your training now. It is easier to study when you are young than later. The answer may be that now it will pay you not to work, unless you already have developed your skill in your field to its maximum.

When a girl becomes a working wife (Group 3) the question of whether it pays to work becomes more complex. Now there are two people to consider. Often the wife is the chief support and the husband continues his studies. Frequently both work, and anything they can put away in the savings bank will go toward a home of their own, or having a family. With only two people in the home, the overhead is low; no extra help is needed, especially if the husband is willing, as so many are, to pitch in and give his wife a hand with the housework. Even if a young wife, by working outside the home, incurs extra expenses such as transportation, lunches, "good" clothes, cleaning bills, she will probably come out ahead. A young man just starting out usually does not make so much money (if he is earning at all) that his wife's salary will

who stays on location until the job is completed, so a skilled typist, stenographer, secretary, bookkeeper or receptionist can arrange to be sent to various locations and stay until each assignment is ended. (See TRAVELING JOBS in Chapter Twenty-five.)

To sum up: Temporary work is for you if:

1. Your husband is away over long periods of time.
2. There is a financial emergency requiring money in a hurry, you want to work to avoid boredom or your family needs extra income.
3. Your husband's work causes him to move from place to place.
4. You yourself want to travel while you work.

NO TIME

Now I am going to jump on my soapbox and make a little speech. For, being a family man myself, whose chief regret is that I haven't more time to spend with my wife and children, I feel that families come first. In my opinion, every married woman's first duty is to her family, especially during her children's early formative years. This is not to say that I am in favor of every mother's staying home all day every day to keep an eye on the little ones, but I do advocate that whatever arrangements she makes for being away at regular intervals, whether to go to school, take a part-time job or play canasta with the girls, she should make perfectly sure that the safety and comfort of the family are assured.

Are you surprised that I, who have come out so plain and clear for women's careers, am at heart so old-fashioned? Well, my views are shared by no less an employment specialist than former U. S. Secretary of Labor Mitchell. In his address to the National Manpower Council in 1957 he stated, "I think the fundamental job of the American woman remains what I consider to be the most difficult of all jobs: being a good wife, a homemaker, a mother. She is only secondarily a provider. I am sure that to many ears that must sound either old-fashioned or heretical, but I sincerely believe it."

I go further and say that I think it is downright wrong for any married woman to allow her own personal ambition (whatever her motivations) to upset the equilibrium of those to whose wel-

fare she should be dedicated. Only if she can provide efficient substitutes for herself, if she can assure herself with all honesty that her working will help rather than hinder the family as a smoothly functioning and happy unit of society, and if circumstances force her to earn money, am I in favor of her taking a full-time job when her children are under school age. I believe that unless the above conditions are met satisfactorily no time is preferable to full-time or part-time work.

As I pointed out earlier, the desire to work is contagious. Observing all the "extras" made possible through the work of your neighbor across the street moves you to consider going and doing likewise. Only maybe you have overlooked one important difference between your neighbor and yourself. O.K., you are as intelligent, you too have had experience in selling or secretarial work or lab work—BUT her two boys are away at college; your two have not yet entered primary school. If you were to look for regular part-time work in order to pay for a second family car and thus give yourself the mobility you crave, are you sure you would be able to find a substitute for yourself upon whom you could rely to look after those frisky children in sickness and in health? For when you are a regular part-time worker, your employer won't be pleased if you miss out too frequently on account of troubles at home. If you have any well-founded doubts about the well-being of your children during your absence, if there is no true economic need for you to work full time at this period of your life, if it is only a matter of a few years until you will have time free for whatever paid work you want to do, then wait. You and everyone else involved will be the better for it. You'll be wiser during this time when the children are small to enjoy them and to keep your skills (whatever they may be) in trim by reading and study—and to develop your housekeeping efficiency against the day when you'll have to tell someone else how to run your home. Be satisfied at the present time with getting away a few hours a week for paid work or volunteer work or pure recreation. Your working full time will come sooner than you think.

So there we are: part time, full time, some time, no time. One of these time patterns is right for you now; perhaps a different one

send him into too high an income tax bracket. It seems like a clear-cut "yes" to our question, this time—except for one little possibility: Does your husband disapprove of your working?

As is pointed out elsewhere, many husbands have deep-seated objections to their wives' working. If this is the case with yours, it will not pay you to work. No salary is worth the friction it will cause if you insist on working against your husband's will. Better to go on studying or to do volunteer work, and hope that as you both mature he will see things differently. Sometimes it happens.

It is with Group 4, the woman worker with preschool children, that our question reaches its peak of acuteness; for when children are small the overhead is high, because of the care that must be given them in the absence of their mother. Similarly, her peace of mind suffers unless the children are in good hands (and even if they are, many psychologists feel that no expert care can adequately take the place of a mother's in a child's early years).

Every working mother must consider whether it pays her to work, on the economic level, in the light of these three main expenses: care of children, incidental working expenses, and taxes.

In Chapter Thirteen I discuss in detail the various ways of providing for the care of little children when both parents work. Unless the circumstances are exceptional, any one of them costs money. Add to this the money you spend on transportation, clothes and their upkeep, and any substitute household help you may need in your absence. How much, in actual outlay, does it set you back?

Now we come to the really complex part, that which deals with Federal and state income taxes.

When you prepared your Federal income tax return before your marriage, you took the personal deduction for yourself, your boss withheld whatever amount the law specified for withholding taxes, you figured out your tax, and there you were. But now things are different. As a married woman, you are a deductible item on your husband's tax return, together with the charity donations, children under eighteen, and interest on the mortgage—unless you return to work, in which case your salary and his are added together and the total is subject to tax. Your combined income might send him into a higher income bracket, thus increas-

ing his tax rate. You cannot deduct for the children—he has already done this—so you'll have to make some very intensive calculations (with, I suggest, the aid of a tax expert) in order to figure out what your salary will cost the family in additional taxes if you work.

It goes this way:

On your Federal income tax return it is almost always cheaper to file a joint declaration as husband and wife, though this is not always the case in regard to state taxes. If your interest payments, charities, losses, doctors' bills, etc., amount to more than 10 per cent of your income, you are advised to use the long form.

Remember, both of you cannot deduct for the children; it's one or the other of you. However, couples earning together less than \$5,100 may deduct up to \$600 a year spent on the care of young children if husband and wife both work. The lower the income, the higher the deduction—which is fair enough.

The catch comes if your salaries together add up to more than \$5,100, and you have with your pay check sent your husband into that higher bracket, and you cannot legitimately deduct for the care of your children while you are away from home. Will it pay you to work?

Still another point must be made. Even though after doing all the arithmetic indicated above only a small profit shows up on the books for all the struggle of being the working mother of small children, you still may feel it's worth while. In terms of effort put in, the profit isn't much. But an extra thousand or five hundred dollars may come in very handy in one way or another. There is never any question about that at least.

These matters must be settled between husband and wife, for unless they agree that the wife should (or should not) work, there will be discontentment all round. Whatever solution you reach—whether it means compromising with a part-time job or occasional temporary work, or not working at all for a while—remember that when you look back in a few years this special problem of Group 4 will be behind you. Time has a way of going almost too fast for comfort.

The family of the woman in Group 5 (the woman with older

children who are either in school or are independent) needs less supervision. Children of school age can sometimes manage a few hours of independent, unsupervised time at the end of their school day, particularly if the older children in the family have from the beginning been taught that care of the younger members is part of their responsibility. A good executive in business is a good executive in the home and teaches her family from the start to work and play together. With once- or twice-a-week shopping, an adequate freezer, efficient automatic household aids and good health, you can have your cake and eat it too if you are a woman in Group 5. It definitely will pay you to work, with less outlay necessary for household help now that the children are in part self-sufficient. Besides, as they grow older, their needs increase and any extra money you can bring in will quickly be used up by dentist, doctor, college or clothing. But watch that income tax bracket. Since your higher salary will force you and your husband up into higher taxes, you might do better to work only part time. In fact, it's always a good idea, I think, for any wife to consider part-time as an alternative to full-time work. Unless money is very scarce in the family, or a woman is so useful and needed in her field (as might be the case in medicine, engineering, science) that she cannot be spared, she might be better off if she took it a little easier jobwise and was able to relax more at home with her family. Certainly worth thinking about, don't you agree?

When a woman's children are independent, she is back to thinking about her husband and herself as a couple who have earned the right to enjoy their maturity together. This is the time when, perhaps, the husband who first objected to his wife's working may have concluded, on the basis of all her unpaid volunteer work outside the home, that she might as well do the same sort of work for pay—it's more in tune with the times, anyway. For any older woman who has never, or at least not since her youth, drawn a regular pay check, the opportunity to do so now is a challenge, and her successful performance in a paid job gives her a real thrill. She feels in stride with the modern world, she knows she can pull her own weight. Sometimes men who opposed the idea of their wives' going to work change their minds because they

realize that if they die early—and men still, according to the actuarial figures, have a shorter life expectancy than women—their widows will be better off having an occupation, and one that is income-producing. Many women are taught by their husbands the fine points of their businesses so that they can take over in case of the husbands' death and not have to sell out, perhaps at a loss. If you are a woman with grown children and feel that they do not need you any more except for occasional baby-sitting (and how many grandmothers, though they love their grandchildren, feel that they are being taken advantage of as free labor!) and help in emergencies, working independently at something you enjoy will make you feel needed again, and youthful as well. I've seen it happen time and again. If you are a woman with grown-up children, the answer is an unqualified "yes"—it will pay you in every way to work.

And now we come to Group 6, the mature worker. We know for a certainty that no matter what her age, not only is she better off psychologically with work in which she feels at home, but she and her skills are needed in the labor force. It is from this group, as our population increases, that the shortage of skilled labor must be met. We have seen that women remain hale and hearty, ready and able to keep on working—and that they are all the better for it—long past the age at which formerly they were only candidates for the rocking-chair brigade.

If you are sixty-five, a very good question to ask is (you guessed it!) "Will it pay me to work?" For a discussion of limitations on your social security benefits, see pages 128-30. There are ways in which women who want to work on a part-time or temporary basis can have the satisfaction of working, the extra money, and the benefits also. I suggest that you discuss your problem with your local Social Security office or write to the Social Security Administration, U. S. Department of Health, Education and Welfare, Washington, D. C., for an explanatory booklet.

So the answer, for Group 6, is: Yes, it will pay you to work—psychologically and, unless you choose to bypass your Social Security benefits and if you use intelligence and professional help in making your working plans, economically also.

As for Group 7, the woman alone, there is practically no question. Of course it pays her in every way to work, on both psychological and economic grounds. The Social Security restrictions mentioned in regard to the mature worker also apply here, of course, if the woman alone is sixty-five or over. And what I have said about working mothers holds true, whether they are married, widowed or divorced. The family comes first. The only warning in regard to the woman alone is that there is always a danger of her substituting an occupation for a true emotional satisfaction. Just because she is alone, she should not lose her balance. To seek, in work, a substitute for her loss does not make sense. She must see clearly why she is working and respect her own reasons. If she cannot, perhaps she is not yet ready to go to work. Better to wait to regain her equilibrium.

So there is the panorama, from Group 1 through Group 7, the question with its fine gradations of answers. I hope that from reading through this chapter you will have gained insight into yourself and your plans for a satisfying working life which will supplement and augment, not interfere with, your central role as a wife and mother, and that you have the true answer to the question you must ask yourself: "Will it pay me to work?"

PART TWO

THE

SEVEN WOMEN-
WHO-WORK-
THEIR PROBLEMS,
POTENTIALS
AND
PROSPECTS

.

CHAPTER 10

1: The Young Working Student

EACH OF OUR SEVEN categories of women who work, as I have said earlier, has its own special job needs and its own special circumstances. It follows that for each group there are types of work and patterns of working that are especially suited to it, though perhaps not suited to the others. To determine what those types and patterns are, I am going to devote a chapter to each of the seven women and analyze her problems and potentials in detail.

Once more let me urge you not to skip over a chapter just because you happen to be, say, a young single girl about to look for her first job rather than one of the working mothers described in Chapters Thirteen and Fourteen. It is only sensible to bear in mind that someday probably you will marry and have children and that in time you may want to return to a working career; so why not post yourself now on a working mother's problems and be guided somewhat in your present decisions by what the future may hold? And if you are a grandmother determined to maintain your independence through part- or full-time work, you may find yourself far more understanding and adaptable, both as a co-worker and as a grandmother, if you make yourself aware of the special needs and problems of younger workers—for example, the subject of this chapter, the working student of Group 1.

doesn't involve children. You've saved yourself, not to mention the children, from a horrible fate.

Penny R., a young friend of ours, had always got A's in art, through grade school and her two years of high school. Both she and her family were sure that she'd eventually do something along artistic lines. Now that she was sixteen, she decided, along with her friends, to look for a summer job. Two of her best girl friends quickly landed waitress jobs in a new streamlined drive-in in the western part of town. Penny was very much tempted. The tips, everyone said, were fabulous. And a couple of interesting boys were on location, too, from another school. However, Penny used her head and took the advice of her school vocational counselor, who had heard of an "apprentice" opening (at a very low salary) with the interior-decorating department of a big department store downtown. It seemed like pretty much of an errand-girl deal at first. "Penny, take these samples up to Mr. Sims on the third floor and wait till he makes up his mind." "Penny, go out and bring back three coffees, black." But after a week or two it was "Penny, take this swatch of brocade and bring back a few samples of chintz from Yard Goods that will be a good contrast." And finally, "Penny, which design do you like better, the stripe or the all-over pattern?"

Penny told us about how thrilled she was a week or two before school was due to open in September, when one of the sketches that she had done on her own time, of a furniture arrangement for sample rooms on the furniture floor, was actually used in arranging the display. On her last day she went to say goodbye to her lady boss, who said that there would be a position waiting for her again next summer at a higher salary, and that if Penny decided she wanted to study at the Institute of Interior Decorating she, the boss, would do her best to help her win a scholarship.

Penny is almost through with her decorating course now. She is to be married in the fall, and she plans to help her husband through medical school by working full time at the store that first gave her that low-paid apprentice job. Lucky girl, Penny. Or maybe not lucky. Smart.

On the other hand, there's Grace, whose ambition is to be a singer, preferably in opera. She might have earned money by sing-

ing in a couple of paid church choirs the summer between her high-school junior and senior years and at the same time gone on with her voice study and piano practice. But Grace has always been a young woman in a hurry. She decided, against everybody's advice, to be a live-in baby-sitter at a very good salary for six weeks at a resort, with a family that had three children under six and a brand-new baby. She wanted the money, she said, to put away for studying abroad. Which was all very well, except that when the summer was over—Grace is the dogged type and stuck it out—she was such a nervous and physical wreck that she had to take it easy all the next semester; the doctor wouldn't even let her sing in the school chorus. This coming summer she is hoping she'll be well enough to work part time in a record shop. She confessed to me that she should have listened in the first place to the school psychologist who advised her against the baby-sitting job. "Without a core of music, you'd probably go to pieces," he had said. Which seemed to be the case.

The moral is obvious: Better to apprentice yourself in the sort of job where you feel you belong than grab off a great big salary where you don't belong.

I would say that these are the rules to guide any young girl still in high school who wants to go to work:

1. Make sure that the conditions of your job are within your local law.
2. Make sure that your work does not either undermine your health or take time away from your studies.
3. Try to find out through the sort of work you choose whether you are in the field that will eventually be right for you.
4. Before you leave your job to return to school, check for future openings or further training if you feel this is the right sort of work for you.

The following types of work are suitable for girls during school session (after school hours and during weekends):

Baby-sitting
School office work
School library work

HIGH-SCHOOL STUDENTS

Today there is a good chance that before graduating from high school a girl will already have had some working experience. In the year 1957, two million students (boys and girls) between the ages of fourteen and seventeen held jobs outside of school hours—that is, part-time jobs during the school year or full-time jobs during the summer vacation.

If you want to work at such a job and are under seventeen, you must have either your parents' consent or working papers, or both, depending on the law in your state. **THIS IS A MUST.** And whatever your age, there is another must, even if it is not required by law: that you be in perfect physical condition and that the work you choose be such that it will not drain you physically or mentally. Even if you are ambitious to earn money toward further education, it will be costly, as we have seen, to make yourself ill or to fall behind in your classwork.

I have always believed that a young woman who works during her school life should have two main purposes in mind: first, to earn money and thereby achieve the exciting sense of adult accomplishment; and, second, to put to work her native talents plus the skills she has learned in order to aid her in choosing a future career.

Let's consider each of these purposes separately.

Remember when you were little how pleased you felt when your mother asked you to help set the table for a party, or give her a hand with baking a cake? Remember the first time your father gave you a nickel to rake leaves off the lawn? Whether you put the money in your piggy bank, or bought yourself a candy bar, or were merely an unpaid volunteer, the feeling was one that you can still recall. At last you were doing something grown-up in a grown-up world.

Well, as I see it, a job when you're still in school creates in you a sensation not so very different. The first pay envelope isn't just money, it's a sign of status in the mature world, a sign that you are no longer a child. And the chances are that your conduct will change accordingly. With the need to report for work at quarter to

nine in the morning, you simply can't chase around until all hours with the crowd. You stop quarreling with your brothers and sisters over childish matters—no time or energy to give to family squabbles any more. It's a pleasure to open the drawer of your desk and look at that savings-bank passbook. It's all yours, a mark of adulthood, a token of your future.

The second purpose of a job held while still in school also is geared to the future. It is of the greatest importance to you, present and future, to try to find something, especially during the summer vacation, which will use your abilities and training toward an eventual career. A first real job is a sort of yardstick to measure your potential, a compass to test your true direction.

Have you always been good in arithmetic, always been elected treasurer of the class and various clubs? Your father, who is a businessman, seems to think you'd be wise to make a career for yourself in accounting. So why not, through your school counselor, or local ads, or your father's business friends (see Chapter Seventeen, "How to Look for a Job"), find summer work along these lines? As a checker in a supermarket, say, or as cashier in a dime store, or operating an office machine. Any of these, and others besides, would be a pretty good test of whether you really had ability and were both interested and qualified enough to take further training.

Are you the outdoor type, excelling in sports, with an idea in the back of your head as long as you can remember of becoming a physical-education instructor someday? One way to find out whether it's in the cards for you is to try to work in a playground assisting the director, or as a junior camp counselor. Chances are you'll discover you're barking up the right tree and should go on along these lines in planning your future.

But—there is also a chance that you've been barking up the wrong tree. It's possible that although you're a whiz at games and calisthenics, you aren't good with children; they upset you and make you nervous. Your play director has had several helpful chats with you, but they don't help much. Wasn't it lucky that you could find out now, when you're still in school, that being a gym teacher is not for you? You can always use your skill in sports for having fun. Better to train for some other kind of paid work, though, that

doesn't involve children. You've saved yourself, not to mention the children, from a horrible fate.

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4. Before you leave your job to return to school, check for future openings or further training if you feel this is the right sort of work for you.

The following types of work are suitable for girls during school session (after school hours and during weekends):

Baby-sitting
 School office work
 School library work

School cafeteria work

School science-laboratory work

Weekends and short vacations only:

Market checker

Dime-store checker

Counter girl or waitress

For long summer vacations, the above plus the following general categories, each one of which includes several different kinds of job to choose from, and any one of which may point the way to a useful future career:

HEALTH SERVICES (toward a nursing or medical career) Nurse's aide, practical nurse, dentist's or doctor's receptionist-assistant.

FACTORY WORK

WORKING WITH PEOPLE (toward airline hostess, salesgirl or such) Waitress or counter girl, cashier or checker, errand girl in bank or business, including shops and department stores. Baby-sitting, of course.

PAPERWORK (toward a secretarial or executive career) Typing (if you know how), filing, bookkeeping, office machine operating, general clerical.

FARM WORK Only in unusual cases does this lead, for a girl, to something of a permanent nature. This sort of job is open mainly to young girls of high-school age living at home with their families.

JOBS "CREATED BY SUMMER" With amusement parks, carnivals, state parks, resorts, near your home. These might offer opportunities to take tickets or sell them, to work as cashiers or at counters, or to be ride attendants. Ice-cream companies hire inside workers. Recreation centers need attendants, and so do playgrounds and swimming pools.

NATIONAL PARKS The National Park Service, U.S. Department of the Interior, Washington 25, D.C., publishes a statement on summer employment in the National Park Service, giving the business office addresses of the national parks. However, some of the parks are served by concessionaires (that is, private companies) and should be written to directly. Girls may obtain employment as waitresses, nurses, chambermaids and salespersons in the lodgings, restaurants and shops main-

tained by these concessionaires, whose names and addresses the Department of the Interior will furnish you.

OTHER JOBS WITH GOVERNMENT Other positions may be found with the Fish and Wildlife Service, the Geological Survey, the Bureau of Land Management and the Bureau of Reclamation. Most of these jobs are for students on the college level who are especially interested in these fields, but there are many other government opportunities open to younger applicants, such as in the Forest Service of the Department of Agriculture and in state parks. For further information write to the U.S. Civil Service Commission, Washington 25, D.C., and ask for pamphlet No. 45, *Summer Employment in Federal Agencies*.

CAMP AND RECREATION WORK Although most camp counselors are of college age, a few camps do accept younger girls who are mature and have camping experience and a Red Cross lifesaving certificate. Also worth investigating are summer playground jobs, available in most communities.

VOLUNTEER WORK If you cannot find a paid job to your taste, there will surely be unpaid work available to you. Social and health agencies, settlement houses and recreation centers are always short-handed over the summer.

Here are the specific jobs for teen-age girls listed in a pamphlet, *Summer Jobs for Students*, issued by the U. S. Department of Labor:

JOBS FOR GIRLS 14 AND 15 YEARS OF AGE

Salesgirls, stock girls and clerical workers in retail stores.

Domestic-service workers, mothers' helpers and baby-sitters in private homes and in day nurseries.

Simple clerical work in stores and offices.

Receptionists in doctors' and dentists' offices.

Nurse's aides.

Pantry helpers and counter girls.

Library attendants.

Cultivating and harvesting operations on farms.

Packing fresh fruits and vegetables.

JOBS FOR GIRLS 16 AND 17 YEARS OF AGE

Salesgirls and merchandise helpers in stores.

Clerical and office workers; library attendants.

Waitresses and counter girls in coffee shops and restaurants.

Telephone and telegraph operators.

Beauty-parlor operatives and helpers.

Cannery workers and factory operatives, except in certain hazardous occupations and in the production of goods for the U.S. Government under the Walsh-Healy Government Contracts Act.

Cultivating, harvesting and general farm work.

Packing fresh fruits and vegetables.

Nurse's aides and laboratory assistants.

Different businesses and industries as well as different states have their own age, background and training rules. Before you get your heart set on one or the other type of job in a special type of activity, make sure that you can meet the basic age and training requirements. Your vocational counselor, your local state employment service or the personnel office of the place you have in mind can give you the facts.

The general qualifications for many of these as well as for other job possibilities are given in more detail in Chapter Twenty-five.

COLLEGE STUDENTS

During the summer months many college students with office skills get interesting and worth-while part- or full-time jobs.

Jill Kneerim, Hartford, Connecticut, a college student studying to be a nurse, says of her summer employment, "On my job I met many people from all walks of life and occupations. I feel that this experience will enable me to understand my patients better, in relation to their type of work, which is sometimes a big factor in their rehabilitation."

Henrietta Gonquie, New Haven, Connecticut, says, "As a student of economics I have obtained a working practical knowledge of business activity which ably supplements my theoretical background."

Hannele Hastings, Cleveland, Ohio, writes, "Since I am a college student specializing in secretarial studies, and needed part-time em-

ployment during the summer, here [a part-time secretarial job] was my answer. Here I was able to increase my knowledge and use all my skills to the best of my ability."

We find today at Manpower, Inc., that many college girls possess excellent office skills which can be utilized in the summer months. We employ thousands of such girls during summers and Christmas holidays, to do office work. Mainly they are needed to replace the many housewives who prefer not to work during their children's vacations. College girls make a major contribution to the business community through their months of summer work.

Although I go into the matter of the importance of college education and further training in the next chapter, I should like to say just a word about it here. While you are still studying, especially if you have the problem of helping to support yourself, there may come a time when you weaken. Why struggle to stay on at school? Why not get away from it all right now, and find a job? After all, there is something more to living than grinding away at your books and slaving, let's say as a cafeteria helper, meantime.

Of course there is. But let's take the long view. If you stick it out now and achieve that college degree, your earning power will be greater, both immediately and for your entire working life. Turn back to Chapter Seven and again examine the statistics for yourself. "The more haste, the less speed," the saying goes. Also, "Haste makes waste." If you throw away your college years now to earn a salary, the chances are you'll be worth less as a worker until you get training at a later date.

Of course, any young college woman who helps herself along by vacation or part-time work is somewhat limited by what is practically available in terms of her own home and family situation. However, I always feel that it is important to think of the future. If you have a feeling that you'd prefer a career in, say, science to any other, it might be worth your while to check into a part-time or summer job to see how you like this work even at a salary sacrifice. It's never too soon to try a career on for size. Many a summer lab assistant has become a full-fledged Ph.D. in biology or Chemistry. And, conversely, many have decided after the summer that they'd better try some other occupation.

In order to help you decide where you can most profitably use your working time during college to choose an eventual career, I suggest that you post yourself on the jobs of the future which are most likely to need workers. There is an 800-page volume issued annually by the United States Department of Labor, entitled *Occupational Outlook Handbook*. Perhaps your college library will have it; surely the public library will; or you may want to send to Washington, D.C., for your own copy. You will find out when you consult the handbook that America will have the greatest need for women within the next ten years as engineers, technicians, librarians, teachers (on all levels), physicians, registered nurses.

There are other considerations as well in choosing your in-college paid work, to be meaningful in terms of your future. These have to do with the following questions:

1. Is the field of your choice an expanding occupation (like one of the above) or is it stabilized?
2. Is it one in which women predominate, like retailing, teaching and nursing, or one in which women must face severe competition, like the law?
3. Can you offer a special skill or talent to open the door of your chosen profession? (Often skill in typing or a natural flair for amateur science or any one of a dozen abilities or interests is the magic key.)
4. Is it sensible, in terms of the general employment picture, to try to find work in this area? For instance, the field of book publishing is overcrowded. Would you be better advised, if your skill is literary, to aim at trade magazines or house organs? (See *MAGAZINE WORK* in Chapter Twenty-five.)

Here is another point to keep in mind, if you feel overburdened by the need to support yourself, and if there are few vacation or part-time job openings in your chosen field: Scholarships and grants are always available to qualified students.

In any event, if you are in Group 1, any work that you do, paid or volunteer, should if possible be a steppingstone to your future rather than purely an end in itself. Therefore, keep in mind the following guides:

1. Work during the school or college session should not detract from health or studies.
2. Vacation work, and part-time work if possible, should be chosen as a proving ground for your aptitudes, interests and future career.
3. Remember, it is as valuable to find what you don't want to do as what you do.
4. Observe the working laws of your state.
5. Whatever the job, do it to the best of your ability. Your record as a worker has begun and will count in your favor as you progress through your working life.

CHAPTER 11

2: The Young Unmarried Woman

WE NOW COME to our second group of working women, those girls of seventeen and over who are out of school and ready to enter upon full-time work. Probably, if you are in this classification, you have already tried through part-time or summer work to see where your interests lie, and so you are prepared to make that important choice which will influence your life and your thinking for years to come.

Now is the time to give yourself that test on pages 27-28 to see what you are qualified to do. Now is the time to consult, with a new seriousness, your school or college counselor, a professional vocational counselor, a psychological tester or anyone you happen to know, or know of, with experience in some field that you think interests you. Now is the time, too, to consider whether you want to go on to college or to take further specialized training before you enter your field, whether the job you have in mind carries with it built-in opportunities for employee training, whether you have

the stamina to work full time and go to school nights in order to get ahead. (See Chapter Seventeen, "How to Look for a Job.")

You have to decide whether to enter a field where there is an accepted preference for women, or to compete in a world preponderantly of men.

You will have to decide whether to work for a large company, where you may remain only a small cog in a big wheel, but where, possibly, you will receive many benefits in the form of insurance, recreational facilities and pension, as well as in-job training. Perhaps you would prefer to work for a small organization where it probably would be easier for you to advance to a position of some independent responsibility and importance, though it generally does not offer the security benefits of larger organizations.

Before you do anything else, unless you definitely know what sort of work you are fitted for and want to do, and the steps to take in order to get there, I suggest that you turn to Chapter Twenty-five, and leaf through the jobs described there. Jot down the ones that appeal to you and keep the list handy for reference as you progress in pinning yourself down to specific moves.

Too many young people, I have observed, drift into an occupation instead of planning carefully what would be best from a long-range point of view. It's certainly easier to get a job as checker in a supermarket around the corner than to fine-tooth-comb the want ads, haunt personnel offices and make appointments with all your important connections to get leads and advice. My advice, which you can get now without making a special appointment, is to avoid drifting and plan with care. The first full-time work you do may set the pattern for all the rest of your working life.

Before you decide what to look for, you must know yourself and what you want. To help you know yourself through and through—not only your job qualifications but your basic character as well—you should take some tests, or else re-examine the results of those tests you have already taken. Your school surely has given you intelligence tests, aptitude tests, achievement tests. If you are in doubt, ask to take them again, or consult one of the vocational counselors or psychologists discussed in Chapter Five, who specialize in testing. These tests will reveal to you whether you really

want to go to work or whether you want to continue your general education or take special technical or vocational training.

You must also understand clearly why you want to work. You should know which reasons are most important to you for working both now and in the future. Is it for money, security, to be with people, because you are ambitious to rise to a position of importance, because you are interested in a certain field—or because you just want to make money at an easy job, either to fill up the years until you marry or to pay your way while you continue to study in your real field of interest?

You must be aware, too, of the possibilities open to you for further training, if training is what you decide you want. The four-year college course leading to a degree may seem too ambitious an undertaking.

If you are interested in a business career, as typist, stenographer, secretary, accountant or any of the dozens of other functions in a large or a small business office, you might try a public or a private business school, where courses in all the above are given and also, often, general subjects such as English, speech, mathematics and possibly other subjects intended to make you a better rounded person and more of a help in your future career. Business schools give certificates and some help you to find jobs. A certificate from a good, qualified, established business school is usually a ticket of admission to the better openings of the type you seek. Look into any such school in your own locality and check into its standing. Any businessman who hires personnel will be able to tell you; also your state employment office and the local branch of the Better Business Bureau. For further information on business schools, write to the United Business Education Association, National Education Association, 1201 Sixteenth Street, N.W., Washington 6, D.C., or (for private schools) the National Association and Council of Business Schools, 2400 Sixteenth Street, N.W., Washington 9, D.C.

There are also established correspondence courses which, after you have completed the required work, give you a similar certificate. Many of these have proved themselves excellent. If you do not live near a town large enough to boast a real business school that you can conveniently attend, one of these correspondence courses may

be for you. Through a carefully worked-out series of printed lectures and efficient tests for speed, accuracy and comprehension, any girl with perseverance and the power of concentration, after completing successfully an approved correspondence course in secretarial work or accounting, can go job hunting with confidence. However, beware of second-rate institutions which hold out false promises of training. Before you sign up for a correspondence course, check carefully with your local vocational school or the Better Business Bureau.

How about a junior college (two years) which offers both liberal-arts and many specialized courses in such specific subjects as retailing, hotel management, secretarial work, etc.? Sometimes these offer degrees or diplomas, sometimes they qualify you for transfer to a four-year college. There are six hundred junior colleges in the United States, most of them accredited. Make sure, if you decide to try one, that your choice is properly accredited and in good standing.

Community colleges, which offer the same choices as junior colleges, serve a specific community and give preference in enrollment to community residents. You might look into the situation in your neighborhood.

Technical institutes (if you are of a scientific bent) offer courses in engineering, architectural drafting, mathematics, industrial physics and other subjects in the area between crafts and pure science. With a degree from a technical institute, you will know how to do something useful and special. Formerly, few girls were to be found in attendance at such a school. Nowadays, with the shortages existing in the technical fields, girls are welcome and sought after as technicians. You can find out about approved technical schools by writing to the National Council of Technical Schools, 1507 M Street, N.W., Washington, D.C., or by sending for the booklet *Employment Outlook for Technicians* from the U. S. Government Printing Office, Washington, D.C.

There are splendid opportunities for women as nurses, as X-ray technicians, as laboratory technicians. If you are interested, look into schools for these professions in your area; for further information on such fields, see Chapter Twenty-five.

If you really want more training but do not have the money to pay for it, remember that scholarships and grants are available for ambitious, intelligent and deserving young people. Your school counselor can guide you in this, and some experienced person you know in the field of your choice may also be able to help you. There are books in your library on scholarships available to students. Clubs, lodges, unions, religious groups, national organizations like Rotary or Kiwanis offer help to students, too. Find out and ask your parents and friends to find out about this kind of help for you, if you need a financial boost to get on the road.

There are also vocational-training schools, offering specific courses in various fields: art, music and drama, the health services, such as practical nursing, the needlework trades, beautician. Some of these schools are public, some private. Be sure that the vocational school you select, whether public or private, offers thorough, up-to-date, professionally acceptable training in your chosen field and will help you find a job after completing the course. Many YWCA's offer this sort of training, and are worth looking into.

Sometimes you can learn on the job by apprenticing yourself to a company or a specialist in the field of your interest. This type of arrangement is regulated by state law, and you may obtain information on it from your state employment service. The time of apprenticeship at first may seem long and the wages low, but often the promotion is faster in the long run. There is also a U. S. Bureau of Apprenticeship. See if one exists in your locality. Often associations in the field of your choice have such information too. Sometimes apprenticeships exist in civil service and in the armed forces.

Not as specific as an apprenticeship is *on-the-job-training*, such as is offered in retailing, supermarket management, banking and insurance. In all of these, instruction is given while you are employed, and promotion is from within. Some of the women who are now at the top in department store work started at the bottom and were taught on the job.

To get on with Group 2, let's suppose that you have decided to follow up your high-school training by looking for a secretarial job two hundred miles away from the small town where you live, in the big city—Chicago, Los Angeles, New York. This is a really big de-

cision and bears lots of examination before you decide to be adventurously on your own.

First of all, be sure that you really are self-sufficient enough to leave your home town, and that your family is in favor of it. To leave in a huff, to be "independent" with bad feeling between you and the people who are closest to you, will create within you a distress that will undermine your morale and keep you from giving yourself wholeheartedly to your new life. If your mother is nervous about your being on your own, give her a break. Allow her to help you look for a good place to live and get settled in it, if she wants to. That way, she'll be easy in her own mind and in the long run will allow you to operate more freely than if you insist upon doing everything solo and not let her give you the benefit of her common sense at the start.

There are several possibilities to choose from when moving to a strange locale. If you already have the job before you move, it's entirely possible that the personnel office of your place of employment can suggest a furnished room in a good home, or a small residence club. You can always stay at the YWCA while you look around for something permanent. Or, through old acquaintances at home or new ones met through the job, you might team up in an apartment big enough, and not too costly, for two or three congenial girls. But before you sign anything like a lease on the dotted line, be perfectly sure that you feel your job is permanent, that you like your roommate, that your apartment is not too inconveniently situated in terms of getting to and from work, that the neighborhood is respectable and safe at night, and, if you plan to keep house, that you will lead an orderly life, with regular and nourishing meals within your budget, and maintain it as a home of your own where you will not be ashamed to receive your family and friends.

Another consideration in moving away from home is social life. Back in East Lynne, you had your own church, your own school-mates, including the boy you used to go steady with, your relatives, the life of the community you were used to. Now you will be a stranger in a strange land. If you know a couple of people to start with, you're lucky. To dramatize these words of warning, let's paint

a dark picture. Here you are, knowing nobody, living in a residence club approved by your parents, but as yet unacquainted with anyone in it. You know vaguely that the city has good public recreation facilities, churches, adult-education and vocational-training schools, music, theaters. How do you hitch up to something? How long can you endure wandering "lonely as a cloud"? Have you the inner resources to stay aloof until you find the social activity and the friends that you know are right for your temperament and tastes? It takes strength of character to forge a new life for yourself. In union there is strength—but that is what you have left behind. You will have the local lending library for books, your radio and possibly a hi-fi and records; the residence club may, if it is an affluent one, boast a TV. You go home weekends, but not every one; for that would be an admission of weakness and the bus fare is expensive besides.

So you wait for The Break.

It may come in the form of the nice girl who works two desks away, with whom you have eaten a couple of times in the cafeteria. This city that is so new to you is her home town. When she finds out that you play the piano (or ride horseback or like to act in plays, or any one of a dozen things) she knows exactly the way for you to spend your leisure hours. And you're off to the races.

Or it may come through joining the youth organization of your church on your own, or using a letter of introduction given to you by your old English teacher, whose niece is a young married girl in a nearby suburb and knows some nice single men.

The main thing to remember if you move away from home is that it will take a while to get adjusted to your new status; it isn't desirable to leave except on good terms with your family; the place where you decide to live permanently should be as restful and pleasant as you can afford; and, above all, the way you manage your life on your own is a good clue to your future wants and satisfactions.

So much for the preliminaries. Whether you are on your own or with your family, the problems directly connected with the job remain the same. Now on to the jobs themselves.

This table, showing in what proportion women work at certain types of employment, may give you food for thought. Study it carefully.

WOMEN WORKERS IN SELECTED OCCUPATIONS

Nearly all of these workers are women:

Secretaries, stenographers, typists

Waitresses

Nurses:

Professional

*Practical

Telephone operators

*Cashiers

*Beauty operators

*Assistants in dentists' and physicians' offices

Airline stewardesses

Half or more of these workers are women:

Salesworkers in the retail trade

Bookkeepers

*Office machine operators

Bindery workers

Medical X-ray technicians (registered)

Medical laboratory technologists (registered)

One fourth to one half of these workers are women:

Factory operatives

Bank tellers

Women are a small minority of these workers:

*Technicians (nonmedical)

Optical workers

This is the full picture. You must decide whether:

1. You want to work now, and, if so, at what.

* Data from 1950 decennial census (revised).

2. You want further training, and, if so, what kind.
3. What sort of company, in what locality, you want to work for.

Below is a basic test that should aid the single woman worker to think straight on the subject of a permanent career. Give it to yourself and write out the answers fully and honestly.

BASIC TEST FOR A SINGLE WOMAN WORKER

1. What are my aptitudes and skills, natural or learned?
(Consult the test on pages 27-28.)
2. What has been my previous working experience?
(List in detail all the jobs you held during your school life, with an analysis of what they taught you about yourself.)
3. Have I the energy and the drive to compete in a field where men predominate?
(Check the listing in Chapter Twenty-five.)
4. Is it important for me to meet new men through my work?
(If the answer is Yes, check the listing in Chapter Twenty-five.)
5. Will I be happier in a small or a large organization?
(Check the listing in Chapter Twenty-five.)
6. Do I want the opportunity to become an executive someday?
(See Chapter Twenty-three.)
7. Will I be happier living with my family or on my own?
8. Do I want to take additional training in order to advance in my chosen field?
9. Will the sort of work I want be compatible with my life when I marry?
10. Will I derive satisfaction as well as salary from the sort of work I want?

My own conviction that the choice of a first full-time job is important is borne out by the majority of women who have "arrived" in their chosen field.

Among those who answered the questionnaire sent out for the purposes of this book is Mrs. Gladys D. Meyer, manager of the employee-services division of the White-Rodgers Company of St. Louis, Missouri. Her field, which is personnel management, is at

present a popular choice among women ambitious to become executives. This is what she writes:

I believe a great many young people suffer from "vocational anemia" and have an appalling ignorance about the vast numbers of vocational choices in our complex world. . . . Get as good a training as possible with perhaps some special training in the special area of the field in which you hope to work. Learn to type. . . . Get your foot in the door by taking any job you can get, if it is related to your interest, even though it is a humble one. . . . Work, study, listen and soak up all the information you can, and keep your eyes open for a better position. . . .

Mme. Helena Rubinstein, world-famous cosmetician, agrees that once you know the general field, you should decide on the branch to specialize in. "Then," she writes, "learn all the branches."

A more pragmatic view is offered by Mrs. Margaret Rudkin, highly successful founder and director of Pepperidge Farm, Inc., manufacturer of quality food products. She writes, "My advice to a young woman interested in entering my field, or any field of business, is just to go ahead and enter it. Everyone has to find out for himself what his capabilities are and this can only be done by actual experience."

But whether you decide to spend weeks or months cautiously searching for the right first job, or whether you plunge right in, to learn by trial and error, your answers to the test questions will help to steer you and to keep you at work with both pleasure and profit during the second stage of your working life and beyond.

CHAPTER 12

3: The Married Woman without Children

GONE ARE THE DAYS when, after a whirl of pre-nuptial teas and luncheon showers, the white-gowned bride walked down the aisle into a life of luxury. Gone are the days when young

Mrs. Smith rested idly on the chaise longue while awaiting her husband's return from a hard day at the office and at the sound of his key in the lock, called to the maid to start the dinner, Mr. Smith was home. Gone are the days indeed—for the young Smiths can't afford a maid, and even if they could, there wouldn't be one. Gone are the maids.

In other words, the world of your grandmother and even your mother is no more. The bride may look fragile in her white gown, but the truth is that she stayed with her job as technician in a biochemical lab until two days before the wedding, that if she hadn't planned to go on with her job after their flying honeymoon weekend they would have had to wait a year or two, and that the chances are, when they settle down in their tiny two-room apartment, he often will cook the dinner because his hours are shorter than hers. And they will both sit down in blue jeans to eat it, at the kitchen table.

As I pointed out earlier, marriages today take place at a younger age than a generation or two ago. There is still another change characteristic of this generation: the woman pays or helps to pay. A great many girls prefer being literally working partners in a marriage to waiting until their fiancés can afford to support them. With the delay caused by Army service, the years and years of study required for an advanced degree, and the high cost of everything, it's either work for your marriage or wait for it. And most modern girls, very sensibly, would rather work. The tag of "Mrs." is no longer an oddity for the young worker to wear.

I remember that when I was in the fifth grade it seemed very odd to me that my teacher was a Mrs., when all the other teachers in that school were called "Miss." Later on I learned that Mrs. L. had an invalid husband and two children to support. In those days it took circumstances like that to draw a married woman, especially one with children, back into the ranks of the employed.

In a statement summing up recent changes as evidenced in the last census, the National Manpower Council reports, "The idea that young women will work before they marry is now taken for granted. For them to continue to work after marriage until the birth of their first child is typical."

In Chapter Three I discussed the general reasons for today's working trend among women. Now let's get down to special reasons as applied to Group 3—the young married woman without children.

As I see it, these reasons are:

- To contribute money toward the establishment of a home.
- To enable the husband to continue his education.
- To build up a nest egg for the future.
- To continue in a career intrinsically interesting to the wife.

We'll talk them over one at a time.

1. *To contribute money toward the establishment of a home.*

"Two can live cheaper than one" is a well-known saying. But living either together or alone, in this day and age, is expensive. Now and then a young couple start out married life with hand-me-down equipment for their first home, or there is wedding-present money for essential items, or maybe the most economical way for them to live for a while is to take a furnished place. But in any event, there are always extras to buy. Curtains, kitchen utensils, a few linens, even if carefully shopped for, add up. Where is the money to come from?

Or let's suppose that the young husband has a job with a good starting salary and excellent prospects. Has he figured on insurance? On emergencies? Medical care? Can he pay for it all without an assist from the new missus? If so, he is an unusual young man, and his bride is a lucky young woman.

Or maybe not. Could be that it's not a bad thing for two young marrieds to start out working as a team. The new sofa, the hi-fi, the automatic washer—whatever it is that you decide you need to make your comfort and happiness (for the moment) complete—are worth working for, especially if you work for them together.

There is a sense of harmony in a marriage in which both are equal partners; and there are side effects too. If both wife and husband arrive home in the evening tired from their jobs, the likelihood is that they will share the domestic chores. Many a husband in such a situation turns out to be a reliable and even ingenious

cook, and a handy man with the vacuum cleaner as well. And why not? The stigma of housework's being only for the sissies or the henpecked went out with the iceman. Both partners work; both take pride in their home. It's a partnership all the way through.

Just a couple of weekends ago, my wife and I dropped in on a Saturday morning to return a book to our new neighbors, a young couple who had moved to the Middle West from Boston. Bill is an automotive engineer with one of our city's big industrial plants; Nancy works full time in a nursery school which is part of one of our good private schools. We found them both in outdoor clothes, hard at work—Bill, a six-foot-two former halfback, expertly wielding the vacuum cleaner, Nancy putting up a box lunch. They were, they told us, going on an all-day hike in a nearby state park. "And," Bill said with a grin, "both of us hate to leave the house in a mess."

We left with a feeling that here was a marriage that was working out magnificently, a true partnership.

Mrs. Marion Holden Bemis of the Cranbrook Institutions made this interesting comment in her answer to a questionnaire I sent her: "After marriage I often yearned for more time at home, but never for full time there. Perhaps this was because I had an unusual husband who was interested in what I was doing, and applauded some of it. I made housekeeping a game, refusing to take it too seriously, and this pleased him, too, since he came from a household where women spent every waking moment on the details of living." This "let's make a game of it" attitude seems to be more and more prevalent in the younger generation, many of whom must depend on a working husband.

A quiet word of caution, though, might be in line here. Not every husband, even in this topsy-turvy era, is pleased to be the husband of a working wife. Maybe the one who won't is a throwback, maybe his attitude springs from the sort of home he grew up in. He may (most unfairly and inconveniently, according to your views) want no part of helping with the housework and resent your being tired after a hard day at your job. He may object very much to your working at all. If this is the case in your situation, you have a difficult decision to make: either to prove to your husband that you can handle both job and housekeeping efficiently without his help

3. To build up a nest egg for the future.

Most young marrieds want to put aside money for starting a family. Families are bigger nowadays. All you have to do is to look around at today's young couples. Whereas three used to seem like the ideal number of children to have, today four and five are not unusual; and it is this rise in the birth rate that creates the need for added manpower, by which of course we mean womanpower, as the century rolls along.

No matter how many children you plan to have, let me urge you to get into the habit at the very beginning of your married life of budgeting your income. This means making a plan on paper of how you will allot the funds at your disposal. Banks, life insurance companies, home economics courses, marriage counselors can assist a young couple in working out a budget and provide them with budget forms.

A budget consists of items covering your regular expenditures, with always an allowance for the unexpected crisis and for saving. Here is the way you go about it:

First of all, list the total income of your family: the earnings of each of you, as well as interest, dividends and any other regular income.

Next, divide the total into weeks or months, depending on which system is most convenient for your calculations. If your total income is \$4,800, that would be \$92.30 per week, or \$400 a month.

Then, on the basis of this income, you make a chart which will list your regular fixed expenses. These are likely to be:

HOUSING

Rent or mortgage payments
Major fuel bills
Other similar items, if any

PROTECTION

Insurance
Medical plan, if any

COMMUNITY OBLIGATIONS

Regular commitments to church or community

INSTALLMENTS

Any regular payments you have contracted for on appliances, car, etc.

TAXES AND LICENSES

Income Taxes

Auto, driver licenses

Auto tax

Real-estate tax

Now you know how much of your total income you will regularly have to pay out, and you are ready to estimate your other expenses. These will include such headings as:

Food and other household necessities

Clothing

Laundry and dry-cleaning

Personal allowances for lunches, carfares, etc.

Recreation

Emergency fund

One of your most important items, no matter how you list it, is for the emergency fund. This will cover the sudden crisis, medical or otherwise, and probably should take the form of a savings account. Whether you plan to put aside a definite minimum amount under your fixed expenses, or simply save whatever you can whenever you can, this is a must; otherwise your family is in a precarious state, and often a dependent one, when that crisis comes.

There are many ways of keeping budgets, and I urge you to adopt some form for your own use. It is the only way to keep track of where your money goes and to determine how you can cut down if you have to, or put more aside if you are planning that baby. The budget-keeping habit will efficiently continue to regulate the financial side of family living when your income rises far beyond \$4,800 a year.

If you have a budget, you as a working wife will take particular

or to alter the type of work you do or the number of hours you do it; or to give up your job completely. Which you choose depends on a full mutual understanding between your husband and yourself, after calm and sensible discussion. If you are sure that he truly feels guilty for "forcing" you to work, continuing your job would certainly be harmful to your marriage relationship. But if you can convince him that you enjoy working as part of your personal fulfillment (aside from any money considerations), then maybe his attitude will change. But whatever you decide, decide it together so as to leave no residue of regret or bitterness on either side.

You may wonder how I, a businessman, can write so authoritatively on the delicate relationship between husband and wife. Well, leaving aside the fact that one learns something, after all, from twenty-four years of marriage, I have also learned a great deal from my talks with job applicants and reading interview reports. It is astonishing, actually, how much women unconsciously (and sometimes consciously) reveal about their marriages when applying for work. Although of course there are many ways to work out disagreements between a married pair, and lots of them I do not feel qualified to take sides on, I am positive about this one thing: that if you truly care about working for any reason you think is a sound one, it is worth patience, ingenuity and even-tempered discussion with your husband to keep on with it. The chances are, since every woman has an instinct for persuasion, you'll persuade him, especially if you are willing to make a compromise or two yourself, such as changing to part-time work or more convenient hours. The main point is to do anything you do on a basis of mutual good will.

2. *To enable the husband to continue his education.*

In Chapter Eight I referred to the fairly common situation in which the husband's continuing studies are made possible by the wife's job. Even if the student husband has a sizable fellowship or a part-time teaching job, a student usually cannot support two. If husband and wife acknowledge the long-range importance of fur-

ther study for him, making this possible is worth hard work and sacrifice on the part of both. Fortunate the husband (and the wife) if there is a skill in the family worth a good, solid, dependable salary. Even more fortunate the wife (and the husband), if it is work that she enjoys not only for the money but also for itself. No husband can feel acute twinges of guilt if his wife delights in her job.

One of the problems arising from this strictly contemporary mode of marriage is that of home study for the husband. If the wife is the "tired businessman," she is the one who craves occasional diversion in the evening after a hard day in office or classroom. But evenings are the husband's study time. How you as the wife work this out is strictly a personal affair, but worked out it must be, and on the same frank, calm basis as any other divergence of views that may emanate from your working life. Some husbands can see the wisdom (from a psychological point of view) of their wives' relaxing, after a full day's work, over a bridge table or at the movies, just so long as the wives don't disturb them at their books. But some husbands chained by homework want their wives at home. So if you crave a bit of diversion in the evening after the dishes are done, think well before you go on your way. Make sure that everybody's happy about your evening off.

And if you should quarrel—as is bound to happen in every marriage, especially when both partners are under a pretty constant strain—never, I repeat, NEVER, throw in your husband's face the fact that you are nobly sending him through college by working yourself to the bone. Remember, in the long run you too will benefit from his education. What you are doing is fine, of course, and naturally he appreciates it. But it's not unique these days. And remember, too, that if there is a strain on you, with a job and a household to take care of, there is an even greater strain on him to stick to his guns and get his advanced degree and not accept the tempting offer of this job or that from industry, so as to provide you with a life of ease—which every man wants to provide for his wife. The important thing to keep in mind is that he should become what both of you know it is important for him to become. It's unimportant who earns the salary.

pride in seeing in black and white where your contribution to the family income is going. It may make all the difference in the amount you can save—especially in that column, however you label it, which is earmarked for the purpose of having a child. In a marriage in which both wife and husband contribute financially toward a goal agreed upon by both, there is a doubly strong bond and a double reason for trying to abide by the mutual plan.

As I pointed out in Chapter Three, one of the satisfactions a woman derives from working is the sense of earning money for what she herself wants. How much greater the satisfaction when it is for what you both want! Especially a child.

One small word of warning here: Although you may be eager to contribute your utmost in terms of dollars for the sake of the new baby, follow your doctor's instructions. Whereas many an expectant mother keeps on at the office until the day she goes to the hospital, maybe that's not the right way for you. If your doctor advises you to quit working three months beforehand, no matter how strong and healthy you feel, do it. Maybe his idea is that psychologically it's time for you to start preparing for this first baby. There's quite a transition, you know, from full-time wage earner to full-time baby tender. Possibly, according to your doctor, it's wiser to make the adjustment before than after the baby's arrival.

4. *To continue in an interesting career.*

If you are doing the sort of work for which you were trained, in which you feel at home, in which you are ambitious to arrive at a certain higher point, then you probably take great pride in your current accomplishment and look forward to returning to it someday, when your family duties permit. We have seen how large a percentage of women are resuming their careers after their children are in school, both on a full-time and on a part-time basis. If you have thought things out during your school days, if you have been well counseled, it may be that you have planned your education with exactly this schedule in mind: work until the first baby comes, return to work when the baby enters school. With the ever growing need for workers, this sort of work pattern is being increasingly advocated and increasingly followed. In Chapter Twenty-

five I have tried to indicate what fields are especially suited to the mature worker wishing to return to a career. These are the most prominent ones: teaching, nursing, nutrition, secretarial and general office work, lab work, accounting, selling. All these, and many more which give the worker pleasure to perform, will welcome you back when you are ready to re-enter. Refresher courses in every line of work are offered either in regular classes or by the organization that needs workers.

There is still another sort of work for a young wife to consider but since it is in another classification entirely, let's place it in a pigeonhole by itself. I mean the possibility of further study for the bride. If you happen to have left your education in mid-course, to speak, to marry, if you need more training or a degree in order to become professionally accredited, if your husband—or even your family—can support you in terms of tuition and incidental expenses, this may be the most practical way for you to make use of your time now. Easier now than later on, don't you agree?

This is another matter that should be thoroughly discussed with your husband before you decide to go ahead and register at the local university. If he is in favor of your studying, if he thinks the budget can stand the strain, if he does not object to your parents paying the bill, then maybe this is for you. That education degree required for teaching in your state, that Ph.D. in math that will get you a job in the local electronics plant, that grade-A merchandising course that will open up a department store career for you—maybe you could manage to complete the required work or at least get a good toehold on it right now before the family is under water. It's certainly worth serious thought if the circumstances are right.

If you do continue school after you are married, it's up to you to fit your schoolwork into your role as wife. If your husband gives you a helping hand with the chores, you're that much ahead of the game, and the odds are in favor of it. Moreover, it won't be easier for you to stick to your books in the evening while he goes out for bowling or the movies than the other way round. What's fair for one is fair for the other, and you'll have to work out together. Bear in mind that when you do achieve that certificate, or are entitled to wear those fancy new letters after

name, he'll be mighty proud of you. And prouder still when you embark upon the career you've worked so hard to be prepared for.

So, to sum up:

No matter what reason motivates the young wife to work, whether it is at a full-time or part-time job or at college studies, she must never lose sight of the fact that her marriage comes first, that her relationship with her husband is far more important than anything else, even a career. To live in an atmosphere of mutual helpfulness and regard, to share the burdens, to have fun together—these must underline whatever road she chooses to take.

Does this sound like a sermon? Well, I suppose it is, at that. But I (and no doubt you too) have seen many a marriage go on the rocks for lack of exactly those considerations I have outlined above. Therefore this is my chief advice to you, if you are a young married woman without children: Before you decide whether to go to work, or on what basis, or at what, ask yourself, "If I do this, will I be giving more or less to my marriage?"

If the answer is, in all honesty, less, then you will have to make new plans.

But if the answer is, in all honesty, more—and unless the circumstances are exceptional, it will be more—then the best of luck to you in your working, and your married, life.

CHAPTER 13

4: The Woman with Preschool Children

THIS PERIOD of a woman's working life begins with the birth of her first child and ends when her last child enters school. Any woman in this category has to answer to her own satisfaction three main questions: "Will it pay me to work, financially

and psychologically?" "What will I do with my children if I work?" and "What sort of career seems best at this stage?"

As you know from my remarks in Chapter Eight, I myself believe that if there is any way of avoiding working outside the home for pay on a regular basis, the mother of small children should try thus to arrange her life. Many psychologists, sociologists and just plain people agree with me in this view.

At the Mid-Century White House Conference on Children, it was seriously questioned "whether most mothers can, without undue strain, carry a full-time job and still give responsible and attentive care to the physical and emotional needs of small children."

When I began to assemble material for this book I sent out questionnaires to five hundred women, and I received most interesting replies. One of the questions was: "What is your reaction to such statements as 'A married woman's place is in the home' and 'The children in homes where both parents work are neglected, and are likely to become delinquent'?"

The great majority of replies, from women who have been successful in an enormous variety of fields, were to the effect that it is the quality of the mother-child relationship rather than the number of hours the mother is in the home that makes all the difference, and that juvenile delinquency cannot be related to the fact that the mother works. Although many of these successful career women have continued to work while their children were under school age, many of them recommend that the wiser course is to wait until the children are older and then return to work.

That the majority of women prefer to stay home during their children's early years, if they can swing it financially, is illustrated in a set of statistics gathered nationally and released in August of 1958 by the AFL-CIO Milwaukee Labor Press. Of working wives up to forty-four years of age, only 17.6 per cent had children under six.

Between the ages of twenty-five and thirty-five, most women are occupied with home and children. The greater proportion of women who work full time outside the home throughout the year are over thirty-five—that is, with children well along in school.

Nevertheless, it is often necessary for the mother of young chil-

dren to work, whether she wants to or not. Let's begin our discussion with her. It may be that her husband is still in graduate school, or disabled, or chronically ill. It may be that he just is not the sort to command a large salary at the present time. It may also be that she is a widow, or separated or divorced, with little or no income beyond what she herself produces. In any one of these situations, there is no question about the rights and wrongs of working, or whether it will pay to work. If she didn't, how would her family eat? As for the psychological effects on her children and herself, that is a secondary consideration. She will have to try her utmost to make the effects good for everyone concerned, since work she must. In many instances, with wise planning, a realistic grasp of what is important for a family and a home, and the ability to convey to children that she is present in spirit even if physically absent, the feeling of the home, the closeness and the companionship are not diminished by her full-time employment.

If a woman uses patience and ingenuity to work out the best arrangements for the children, if she treats the older ones as assistants in the running of the home, and especially if she is determined not to make the family the target of weariness and frustrations and frazzled nerves after long hours on the job, it can be done.

If you happen to be in such a spot yourself, you know the problems better than I. Let me remind you, however, of a few points you may overlook, amidst the pressures of your life. Be sure to include in your pattern for family living a little time for your own recreation and relaxation. An occasional social evening away from home, a few friends in for supper once in a while—these are coming to you, and not only you but the whole family will benefit.

My other point has to do with your attitude toward your children, whether they are preschool or teen-agers. Naturally, if you are forced by circumstances to spend so little time with them, your tendency will be to try to make up for it in one way or another. This may take the form of overprotectiveness and overindulgence, or, if you are trying to guard against these very errors, of overstrictness. In your attempt to be a good mother (and often father too), you may overplay your hand. I realize that a woman alone,

carrying the burden of job and family by herself, has twice the responsibility of the average mother and is twice as bothered by the problems that are created by children growing up. But aids are available. You can turn for help to school psychologists and family guidance counselors in your community; to your clergyman, your Red Feather agency, even your family doctor if he is the wise and fatherly sort with which many a family is blessed. If you have family problems that weigh you down, don't try to cope with them all by yourself. You need another pair of eyes to help you to see them realistically. Then, with that help, you can give your children what they need in terms of love and discipline, freedom and restriction, always keeping them secure in the feeling that they come first in the complex pattern of your life.

Let's consider now a different and less oppressive situation, that in which the married woman with children under school age wants for some reason to keep on working.

First of all, there are the mechanics, from an employment point of view, of time out to have the baby. It is essential to follow the advice of your doctor, both as to how long before the baby comes you may keep on working and as to how soon you may return. In addition, there are often time limits set by the concern you work for. These vary. In an organization where such rules are in effect, your job is held open for you to the limit of your maternity leave, and when you return you pick up where you left off. It is also advisable for you to look into group medical and hospital plans, maternity insurance and other co-operative systems of assuring that at least part of your expenses and a percentage of your salary will be paid while you are away from your job.

Meanwhile, having had your baby and having got his schedule on the road and himself (and yourself) off to a good healthy start, it is up to you to devise some means of having him and your other preschool offspring, if any, looked after in your absence.

There are several ways of doing this. Certainly the most direct and simple is to have some competent person take your place in the home. Sometimes a relative seems the answer—a mother or mother-in-law, a cousin, an aunt—or even a close friend. The chances are that if such a person will accept pay at all, it will be

lower than the going rate. But a word of warning here seems in order. Even though it may cost you little or nothing, make doubly sure that your relative or friend is truly qualified to take over. If you are at all uneasy about her capacity or her acceptability to the older child or children, think well before you accept her services. Often it is difficult to terminate an agreement with someone you are close to without causing a family upheaval or the end of a beautiful friendship. Besides, you won't be much use on the job if you are fretting internally about how things are going at home. Perhaps the true economy would have been to hire at a greater salary someone else from the start.

A paid professional housekeeper or mature baby-sitter might be your answer. The trouble is, competent and reliable people are not too easy to find and are expensive, the rate of pay depending on the locality where you live. Also, it is important to find out whether the salary of your help is deductible as a business expense on your income tax return. Otherwise your overhead might neutralize your salary.

You might be able to arrange for day care for your children with a family or an individual at a comparatively low cost. Such arrangements are frequently possible, the rate again depending upon your locality. There are very often city regulations governing day care. For instance, in certain towns any person regularly looking after more than four children a day must be licensed and the premises are subject to inspection by public-health or other authorities; but if fewer than the specified number are taken in, it is a private matter. Whether private or public, day care facilities are often advertised in your local newspaper; or, failing that, you might try placing an ad yourself or asking around the neighborhood whether anyone is available to provide this sort of service.

Naturally, the convenience of the location plays a large part in your choice, but there are other vital considerations too, such as the sanitary aspects of the home, the safety of outdoor play facilities for the older children, and the general atmosphere of the home and family, that indefinable something of which you, with your woman's instinct, will have to be the judge. If the price is right and all the conditions outlined above are satisfactory, then this might

be a good system for you, in fact, it often works out better than bringing a sitter into your home, where you have to feed her. Certainly it should be far less costly, although your housework won't get done.

Nowadays, in small towns as well as big cities, one hears and reads a great deal about day nurseries and child care centers. These are establishments especially organized to care for children of working mothers. Some are private, under the auspices of churches and organizations, community chest agencies, settlement houses; others are under city, county or state, directly or as extensions of the school system. Ideally, they are run on modern lines under the supervision of professionally trained psychologists and child care experts.

Day nurseries, contrary to popular concepts, are nothing new. The first one in the United States opened in 1854 in New York City as a service of the Nursery and Child's Hospital. By 1897 there were 175 similar nurseries in cities throughout the country, most of them connected with settlement houses in poor neighborhoods where mothers had to work to augment the family earnings. Many still in existence were founded long ago. At that time financial need or emergency situations had to be proved before children were accepted in these subsidized havens, but nowadays it is recognized that a mother often works for other reasons, and the screening is not on an economic basis, although sometimes the fees are. It will certainly be worth while, if you are planning to work, to investigate what facilities exist in your own area; and if you conclude that your small children will be in good hands there, certainly in terms of money you will come out on top. The fees, for the most part, are moderate.

There are also nursery schools for children under kindergarten age, serving little ones from two to four years old. Sometimes adjuncts of the public-school system, sometimes under auspices similar to those of the day nurseries, sometimes run co-operatively by parents, sometimes "models" for teachers' colleges, they offer not only physical care for the whole day but carefully planned educational and recreational activities as well. Hours and rates depend on locality and financial status. A good nursery school not only

by these same parents." This career woman's own daughters have had outstandingly successful college careers.

In Today's Health magazine for January 1960, there is an interesting article by Mollie Klapper Bersin, M.D., "How Working Mothers Solve Problems at Home," dealing with the situation in the average home in which there are children of any age, where the mother, for whatever reason, works full time. Dr. Bersin states, "If the household is to have a sense of unity, parents must place before everything else the needs of the family as a whole." And she goes on to emphasize the fact that although older children do not need the same physical care as younger ones, the same basic need for parental attention exists. With this in mind, she outlines a number of basic rules which apply to every working mother, in order that her home may have that sense of unity and she herself be free of the anxieties and strains that often oppress her:

Be an efficient housekeeper—teach your children to help.

Guide your children toward constructive interests and hobbies.

Discipline from a distance—by laying down guiding principles of conduct, such as:

"Think before you do it."

"Ask yourself: 'Is it constructive?'"

"Ask yourself: 'Would my mother and father like me to do this?'"

Train children to be as independent as possible for their level of maturity.

Make a point of attending school activities open to parents, even at the cost of asking for time off.

Take time when you arrive home to listen to your children's tales of the day's events.

Keep bedtime a happy time.

Enjoy weekends and vacations together.

Dr. Bersin draws attention to the fact that the average working mother, according to one study, spends 34.4 hours a week on the housework to which a nonworking mother devotes 56.4 hours; no wonder that some working mothers, rushing home from the office, tend to skimp on attention to the children in order to serve dinner at a reasonable hour. Nevertheless, it can be done and has been done successfully, if it has to be, by following as closely as possible

the rules given above, both while the children are small and when they are older.

In the pages of the magazine published by the alumnae of Barnard College, in New York City, an interesting controversy has been raging between those graduates who feel that their college training is wasted by their staying home and taking care of their small children and those who disagree. Members of the former group express in various ways the opinion that it is far more agreeable and sensible from their point of view to hire competent help and continue with careers outside the home (even though their profits, if any, may not be enormous) than to use their education on the occupations of home making and baby tending. The disagrees maintain that there is no finer way to use a college education than to hand it on to your children; that it is possible to enjoy your children while they are little and at the same time keep intellectually alive and use your cultural energies on volunteer civic and community projects. As one young woman puts it, "The hand that rocks the cradle will, in a few years, be free to wield the gavel."

Perhaps the ultimate opinion on this subject is expressed by Millicent C. McIntosh, president of Barnard College and herself one of the most distinguished of America's women.

Her own career uniquely qualifies her to speak on the matter of mothers who are also career women. Born Millicent Carey and educated at Bryn Mawr College, with a Ph.D. from Johns Hopkins, she began her professional life as a teacher at Rosemary Hall in Greenwich, Connecticut, transferred to the English department at Bryn Mawr after receiving her advanced degree, and achieved the position of dean of freshmen and then that of acting dean of the college. She became headmistress of Brearley, a fine private school in New York City, a post she held for seventeen years, during which she was married to Dr. Rustin McIntosh and became the mother of five children. In 1952 Mrs. McIntosh was named dean of Barnard College to replace the retiring Virginia C. Gildersleeve, and she became the college's first president. Her other posts include a directorship in the Columbia Broadcasting System (the first woman elected to the CBS board), chairmanship of the board of directors of the Morningside Heights Housing Corporation, and directorships in

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several other outstanding corporations. Her honorary degrees and affiliations are too numerous to list here. In spite of her amazingly busy life, she has been a devoted and interested mother and has often expressed the conviction that "no life is more important or more satisfying than that led by the college wife and mother." At various times before college groups she has talked about the difficulties of attempting to combine a family and a job, the delights of marriage and parenthood, and the creative nature of the educated mother's role.

As a final commentary on the controversy between the career and the noncareer factions of Barnard alumnae, she has this to say:

My colleagues, most of whom are married and are parents, clearly share my views. The pressures college women feel are, I am sure, from within, and represent the natural conflicts that come in an age of transition. It does not seem to me fair, however, to blame these on the college. My only conviction, expressed at every opportunity, is that a Barnard graduate "keep her intellect alive." No one can legislate for anyone else, and no married situation is like any other. It is, however, clear that we all have one obligation: we must continue to grow as individuals, and to find the fullest possible expression of our potentialities.

Whether you decided to stay home and wait until the children are older before you work outside your home or whether you feel it will pay you to work now, you and your husband will have to think it through together.

So by way of summing up: If you are a woman with children under school age, ask yourself the following questions:

1. Will it pay me (a) financially and (b) psychologically to work?
2. What will I do with my young children if I work?
3. What sort of career seems best at this stage for all concerned?
 - a. Full time?
 - b. Part time?
 - c. Staying home?
 - d. Self-employment in the home?
4. Would I do better to wait before going to work?

CHAPTER 14

5: The Woman with
Older Children

FROM THE AGE OF SIX, when they enter first grade, until the age of sixteen or more, when high school is over, children spend the major part of their daytime hours in school. Therefore, as we have seen, a mother who has chosen to stay at home full time until the youngest is off in the school bus, now has a multiple choice: she can work for pay, full time or part time, outside the home; she can be self-employed in the home; she can devote her free hours to volunteer activities, study, or free-lance pursuits; or she can continue to make homemaking the chief interest in her life.

The average age when American women return to work is thirty-five. It is then, according to recent figures, that the child-bearing period is over and the youngest has begun school. Also according to the figures, there is every chance that a woman will stay hale and hearty for forty years after her last child is born. So until she is seventy, unless illness strikes her, there is no physical reason why she shouldn't work at something that interests her, all things being equal. The "things" just mentioned include not only the consent of her family to her working but also the fact that her Social Security benefits generally begin at sixty-five, at which time she must stop and think whether it would be wiser to collect them or to keep on with her work at full salary, or modify her paid activities.

Assuming that she resumes work at thirty-five and continues to sixty-five, that gives our hypothetical woman thirty years of doing what she likes with her free time. And, as we have seen earlier in this book, there is an increasing majority that chooses to spend it working outside the home.

In Chapter Three I have discussed at some length the whys of

working, and I suggest that at this point you turn back to review them. For the purposes of our present topic, I'd like to take a few short cuts. By and large, there are two main categories into which the reasons for a woman's working would seem to fall: the psychological satisfaction of accomplishment and the growing need in our economy for more money and more manpower (meaning womanpower).

If you always worked full time until the children arrived and now feel that full time would be too strenuous, look into what is available in part-time work in your field. There are many time variations possible if what you offer is what an employer wants, and, as I pointed out in Chapter Eight employers are beginning to utilize the many women who find that part-time work fits better than full-time into their scheme of things.

Take the case of Ann P., a young friend of ours who before her marriage ten years ago was a gym teacher in a high school. After the youngest of her three boys had become a first-grader, she decided she'd like to go back to work. But a regular school job was out for her on account of the late afternoon hours—she preferred being home when young Bobby was dropped off by the school bus. At the suggestion of a friend, she looked into the possibilities of learning physical therapy for children (see Chapter Twenty-five, under that heading) and inquired at the hospital just three blocks away from her home. The requirements were a B.S. degree, which Ann had needed for her physical-education work anyway, and in addition an eighteen-month course in order to obtain her license as a physical therapist. However, Ann's background and experience were so exceptional (in addition to the irreplaceable personality traits which have always characterized her) that she was permitted to work as an assistant while taking her courses. At the end of the eighteen months she became a valuable part-time asset to the department at the hospital, and we hear by the grapevine that there's a big promotion in store for her when she feels she can give full time.

If, unlike Ann, you feel that only a full-time job will satisfy you, you will have to arrange some way of taking care of your younger children between the end of the school day and the time when your job winds up. One way would be to arrange with a neighbor

5: THE WOMAN WITH OLDER CHILDREN

to supervise them, either in your house or in the neighbor's during those few hours. Or a housekeeper who is also a sitter might keep an eye on the children and do some housework at the same time (the catch here is the cost of such assistance). Or you might consider some conveniently located day care center such as those discussed in the preceding chapter.

There is also that invaluable source of built-in aid, the older children in your family. If you are a good organizer, if your older children have been made to feel from the start that they are responsible members of the family group upon whose help you depend, if they take pride in their grown-up accomplishments—whether or not you pay them a regular fee for their services—they might be the best qualified of all to keep an eye on the younger ones until you appear. All this, of course, is possible if such chores do not cut drastically into their home study hours or extracurricular school activities.

I'm sure that if you give some thought to the families you know, you will spot some mothers whose wise handling of their children creates an atmosphere of mutual helpfulness in the home which is more precious than diamonds and rubies. Also, conversely, you'll find an example or two of families where the older (and the younger) children are perpetually resentful, self-centered and reluctant to lend a hand in group matters. It's always interesting—and educational—to try to diagnose the reasons for the pluses as well as the minuses in the homes of your friends; these often can be of help to you with the solution of your own problems.

As I keep repeating (purposely, because I feel that it cannot be emphasized too strongly), one of the most important musts for the working wife is the full consent of her husband. As the children get older, their consent—or, to put it more accurately, their nonresentment of her working—is also a factor in her peace of mind. This depends on her own efficiency in making arrangements for the smooth functioning of her home, her ability to transform herself from wage earner to mother as soon as she crosses the threshold, and her availability to discuss things and give help to her children when she is around.

Earlier in this section I pointed out that some husbands have

very real objections to their wives' working for money. It may be a matter of early conditioning and the husband's need to feel that he is the sole protector and provider. It may also be that his own status in the community, according to his lights, would be impaired by his wife's working. Let's be fair to the husbands. In a small, or sometimes even in a large, community, it's quite likely that tongues will start to wag if the wife of John Smith, vice-president of the First National Bank, suddenly goes back to her old job as X-ray technician. Is Smith doing poorly? The same thought processes apply to such men as lawyers and insurance agents—anyone, in fact, whose success is a matter of local prestige. There are men, for instance, who were and are prominent in their towns who had no objections to letting their wives take paid jobs during World War II. This was simple patriotism. But once the war was over, that was the end of paid work for Mother. It was back to private life. So Mother threw all her considerable abilities and energies into being a volunteer.

If your own husband feels this way and you have resigned yourself to your situation as a nonsalaried worker, shop around carefully for the kind of volunteer work you want to do. Choose it with as much care and as much regard for your real interest and abilities as you would if seeking paid employment. You can make your volunteer work significant for yourself and your community if you approach it with conscientiousness and seriousness. According to my own observation, women who have had experience in the business and professional world can and do raise the level of accomplishment of an entire volunteer group, and often they serve to dispel the somewhat frivolous and haphazard atmosphere of amateur enterprises.

Unfortunately, many women with time to give spread their activities too thin. They're just girls who "can't say no." If the cause is a worthy one, if friends who are deeply involved put pressure on them to join, if they are foolish enough to believe that "it won't take any real time, just a few meetings a year, that's all"—then their goose is cooked. They're on the sucker list, they'll be jills of all trades, and their telephones will never stop ringing, night or day. Let me implore you: As someone who has once

worked in a job or who wants to do so, have the will power to confine your volunteer activities to one or two, and do them well. Leave it to the perennial amateurs (without whom of course these worthy causes could not function) to let their names be used on the letterheads, pour tea at afternoon meetings, look charming in white gloves on the platform. What you really want is a job you can sink your teeth into, whether or not money is attached. You want your husband and children to take pride in your achievements—real ones, not just reasonable facsimiles thereof. If volunteer work is indicated in your own case, it's up to you to select that one, or those few, to which you can honestly bring your aptitudes, background and experience with a sense of constructiveness.

As in paid work, the dedicated volunteer receives in proportion to what she gives and the spirit in which she gives it. Mrs. Robert Whitelaw Wilson, national director of the Office of Volunteers in the American National Red Cross (certainly one of the most outstanding volunteer organizations extant) recently wrote in a letter to me:

There are many reasons why people volunteer. Perhaps the most compelling forces are the need to serve and the need to belong. The word "volunteer" has different meanings in different countries and in different organizations. When we in the Red Cross give a definition of the word we mean the men, women and young people who give service to others without financial remuneration. We never say "without any compensation," for there are so many satisfactions in giving service.

The rewards differ for each person, but among them are: the feeling of being useful; a recognition and use of one's particular or unusual skills; an education in a new area; working as part of a team with the professionals; a chance to meet and know and help many people; a new grasp of community and national problems; a development and growth in personality, character, skills; a stimulus to intellectual activity; the satisfaction of doing a routine, homely job well, or the satisfaction of carrying great responsibility well.

I like to think that many of our volunteers are becoming increasingly professional, and the professionals are becoming increasingly aware that the freshness, the enthusiasm and the breath of community air that the volunteer adds to the professional program are indeed tangible and worth-while contributions.

And she adds, in a closing paragraph that mentions the leisure hours created by modern living, "When she [the housewife] embarks on a volunteer career she frequently becomes more fascinating to her family, and the dinner conversation becomes more interesting as a result of her career outside the home."

Bear in mind, too, that volunteer work for community projects, the League of Women Voters, civic-improvement societies, the PTA and the like may in due course result in your own appointment or election to public office. Many women now holding important local, state or Federal posts got their start in volunteer projects.

I have already cited the example of Alice K. Leopold, former director of the Women's Bureau of the Department of Labor, who gave up her department-store career to look after her children, and who, on the basis of volunteer work for school and community, was persuaded to run for her state legislature and went on up from there.

Caroline K. Simon, present Secretary of State for the State of New York—a mother and grandmother who, trained as an attorney, has spent many years in public service—said at a luncheon meeting of the League of Women Voters in Larchmont, New York, in the spring of 1959, "I want to acknowledge publicly my personal debt, and with it goes my expression of gratitude, to the League, where fortunately for me I received some of my earliest political stimulus and some of its related elementary training. The influence of it subsequently led me toward a mature desire to serve the people of our community through my work in government.

In my own home town, a woman whom I know has served for many years as a volunteer worker, and she was recently appointed Executive Director of one of our health organizations.

I believe it axiomatic that serious volunteer work is not only rewarding in itself, but also is often a steppingstone to professional work if you wish to change over when the time is ripe. Try to keep this in mind while you decide what to do with your "volunteer" time.

As for self-employment in the home, its possibilities are dis-

cussed in detail in Chapter Thirty. The opportunities here are numerous and often in many ways rewarding, and your time is your own. The drawback for certain women in such work, however, is the very fact that it is in the home, whereas one psychological factor that impels them to work is their need to get out of it. But this is a matter each individual has to decide for herself.

The learning of a new skill cannot be classed as volunteer work or self-employment, but in time might lead to either one. Let's say Susie has now reached third grade, your home duties are considerably lightened, you are happy with your regular volunteer job in the public library. Would there be any point at all, you wonder longingly, in studying painting (or music appreciation or ceramics or short-story writing), at your age? Could you ever become proficient enough in whatever it is you've always had a yen, but never leisure time, to do, to give yourself a true sense of achievement?

Well, you won't ever find out until you try. The likelihood is that unless you had a flair to begin with for the art or craft of your dreams you wouldn't be dreaming about it. If you have the time and the inclination, and instruction is offered at a rate within your means, by all means have a go at it, and don't expect results in two weeks or two months.

Some years ago when everyone, especially my wife, was telling me to slow down and urging me to do something, anything, to take my mind off the pressing office problems that were requiring my time day and night, I decided to give in to one of my secret desires—to learn how to paint. I knew I had a little knack for drawing likenesses of things, just enough to make me want to know more about techniques and materials. So, feeling rather foolish about it, I tried a few lessons. Result: four years later, I know that I can paint, and I cannot imagine my life without the stimulation and the satisfaction (not to mention relaxation) that my late-learned skill has brought me. I have entered contests with my paintings and have occasionally taken a prize. I am continually studying fresh concepts and new media (latest is a large outdoor mosaic mural on the side of a concrete pool). Not only that, I find myself looking at everything around me with new

eyes—a painter's eyes. Granted, I never expect to be a Michelangelo. But I have never stopped being glad that I followed my impulse to take up painting. Now, in a sense, I feel that it's taken up me.

Therefore, I am convinced it's important for everyone who has a similar hidden desire to accomplish something in arts, crafts, literature or whatever, to have a go at it. There is no upper age limit to when you can learn. I know of several women who began to paint when in their forties and have attained recognition not just locally or regionally, but on the national level. For that matter, there's always Grandma Moses! It's more difficult to "arrive" professionally in music, but reviving a performing skill is in itself rewarding and may lead to happy experiences in local music groups or on social occasions. The ability to write for publication is often latent and can flower when a woman is mature. Moreover, short of publication in book or magazine form, there are often opportunities in local newspapers, and in organization periodicals and pamphlets, for women with a gift for verbal expression. Incidentally, I have it on good authority that doing volunteer publicity or public relations for organizations is good training for professional public-relations work, if you ever want to enter that growing field.

Which leads to the next point I want to make: If the time comes in your life when you are in need of paid work, do not forget to enter on your application blank the responsible volunteer positions you have held, and the training you may have had in arts and crafts. Many a job has been given to one candidate rather than another because of the type of unpaid work she has done and what her references have to say about it.

So far I have been referring to women with children still of school age. But the group under discussion also includes women with children who are grown-up and independent, but still living at home. In such an instance, though you may still have to feed and mend for them, and though occasionally you may still regard them fondly as children to be taken care of, the truth of the matter is that they are really well able to look after themselves and will soon be off to establish their own homes.

This is the time when many women decide to go back to work full or part time. There is no longer the need to consider being in the home at half past three to welcome little Johnny when the school bus drops him off. The only problem is, where can you find the sort of refresher course you need for the sort of work you want to do? Or, if you've never worked before, what can you learn to do, and where?

I was witness to an amusing incident a year or two ago which to me typifies home life, modern style. The S's, acquaintances of ours, had moved from the big old house where they had raised their four children—three of whom are now married and on their own—to a newly built, streamlined duplex apartment. Len, their youngest, was attending a school of engineering in town and lived with his folks. The mother, Rosalie, had been active for years in several philanthropic groups, the major one of which was a home for senior citizens, whose auxiliary she had been treasurer of for seven or eight years, and which is now considered one of the model institutions of its kind in our area. Before her marriage she had been an accountant, and therefore she was always in demand as treasurer of everything, from fund-raising dinners to PTA bazaars.

We were spending the evening with the S's, and during the course of it Rosalie was called to the telephone half a dozen times in regard to a benefit tea to be given the following week for some handicapped children's project. On her return from the last call, she stood in the doorway of the living room, struck a dramatic pose and announced that she was going on strike. What did she mean? Well, she explained in a rather explosive manner, she was sick and tired of being exploited by all these organizations, not to mention being on twenty-four-hour call as baby-sitter for her two married daughters. "I'm going to get me a paid job," she declared. "It'll be a lot more restful." She was furious when her son laughed at the idea of Mom at her age (she is in her fifties) getting a job after all those years. Sam, her husband, was also amused. That did it. Rosalie was mad as a wet hen and set the stakes herself for a bet—ten dollars that she'd land a job in two weeks' time.

On Friday of the first week, Rosalie called my wife and invited us over for dinner the next evening. "A surprise party," she said.

She didn't unleash the surprise until we had finished our dessert. "You are the first to know," she announced. "I'm starting work Monday as assistant to the comptroller at Shopping Center." (This is a new development near their apartment.)

Actually, it was no surprise to me. Rosalie has great competence, enormous determination and a wonderfully youthful zest for life. Any employer who knew people would take one look at Rosalie with her vivacious personality and her record as a volunteer and feel he was lucky to get her. But her husband and son were not merely surprised, they were astounded, especially when she told them the starting salary she would draw. I'll never forget the amazed look on Sam's face as he handed over that ten-dollar bill, or the satisfied look on Rosalie's as she accepted it. I might add that both husband and son have ceased to be astonished and are now tremendously proud of Rosalie's progress. She herself is now the comptroller. On the strength of her earnings and her Christmas bonus, she and Sam took a flying trip to Europe last summer, something they had yearned to do for years. And Rosalie has never looked so well in her life.

"Everybody's better off now that I'm working regular hours," she said the last time we saw the S's. "I have lots more time for the family—no more evening meetings—and I see the grandchildren every Saturday and Sunday, on my time. Actually, part of my salary goes to my daughters for sitters; it's only fair. I tell you, this is the life."

So, on this happy note, we come to the end of this section about the woman with older children. Here are the questions to ask yourself:

1. Do I want to work outside the home in my free time?
 - a. Part time?
 - b. Full time?
2. What sort of training or retraining do I need?
3. What sort of arrangements can I make for the younger children after school and in case of illness?

4. Will my husband approve of my working?
5. If I spend my time on volunteer work, which is the right one (or two) for me?
6. Should I learn an art or craft?
7. Should I consider self-employment in the home?

CHAPTER 15

6: The Mature Worker

*WANTED: Typists under 35, ins. pol., attr.
office, good sal., no Sats. Apply bet.
1:30-3:30, 206 E. Main.*

WHENEVER I SEE AN AD like this—and they occur frequently, all over the country—my blood boils. For this is a typical example of an old-fashioned employment policy, automatically restricting the age of workers, even in this era of vital statistics proving that human beings retain their health and vigor years longer than in previous generations.

Yet here, in black and white, is the evidence, and since I am doing my best in this book to give you the whole picture of the pluses and minuses for women of all ages and situations in the field of employment, we'll have to face up to the fact that, outmoded though this prejudice against the older worker may be, it still exists, and we must cope with it.

I have found that in certain cases, the attitude against older workers is that of the employment manager rather than of top management, and a word from an enlightened source might serve, magically, to change company policy. Generally, however, once the policy is in force it's uphill work to change it, and the situation is one to be reckoned with. For this reason I shall try to analyze

for your benefit the "reasons" advanced by those who do not have a liberal policy toward the mature worker, and also provide you with what has been proved, through scientifically conducted research, to be the case.

Knowing ahead what an employer's prejudices are likely to be on the subject of the older worker, you can appear for the interview a living symbol of the fact that he has something to learn. If you are neat, alert, factual, informed, with evidence through your references that other employers have found your performance satisfactory, you're well ahead in breaking down his resistance to hiring you.

Now and then through the years, an older woman (let's say over forty-nine) will tell me how much she wants, and needs, a job. "But," she says sadly, "I know I'm too old to work. That's what everybody says."

To which I reply, "Who is 'everybody'? I don't think anyone is ever too old to work, if she is healthy, eager, and interested." And then I go on to tell her that if she uses her ingenuity and is patient, she will be pretty sure to find some sort of work that she is well fitted to do.

We might as well acknowledge the fact that a woman of "over forty-nine" has a harder time finding a job than a recent high-school graduate. But difficulty is one thing, impossibility another. Regard the search as a challenge, and always keep this in mind: Openings exist where maturity, background, and experience in living as well as in wage earning will count in your favor, not against you.

Remember, too, that the experts are on your side. A recent survey by the National Association of Manufacturers states that out of 3,100 companies that had dropped their age barriers, almost 93 per cent said the older workers were at least as good as the younger group. More than one out of every five (22.4 per cent) rated older workers definitely superior to the younger employees. The U.S. Department of Labor reports in similar vein.

A few years ago I had the privilege of appearing on a national television interview program conducted by Arlene Francis. She had also invited as her guest Mrs. Alice K. Leopold, then assistant to the

U.S. Secretary of Labor. Among other things, we discussed the problems confronting the older worker (on that program called "the mature worker"). I'll never forget Mrs. Leopold's picturesque way of stating her opinion that "aptitudes and abilities, not anniversaries" should be the criteria in the employment of women. Incidentally, Mrs. Leopold has been making this point across the length and breadth of America and has done an outstanding job of convincing employers that discrimination against women based upon age is detrimental to their own best interests.

After the program I received more than a thousand letters from women in every corner of the United States, all agreeing with our conclusions that age barriers must be torn down, and the sooner the better. In this point of view we are also endorsed by Sylvia Porter, eminent financial columnist, who conducted a survey of her own. Her findings proved in the case of skilled workers, both men and women, that it is a tough struggle against prejudice based on age. She uncovered, too, the disturbing situation that in many cases age barriers, though not in print, existed undercover.

What are these prejudices based on? Why the barriers keeping out workers who are desperately needed and eager to serve?

I will outline these outmoded concepts for you:

POOR PERFORMANCE

There are some who argue that the older worker is less efficient than the younger employee. By and large I do not believe this to be a correct statement. Studies of other organizations, as well as Manpower's own analyses, indicate that older workers who retain their physical and mental abilities are as efficient as, and in many cases more efficient than, the average of other workers. In some cases, the older worker may be physically somewhat less efficient than the average woman of younger age, but she more than compensates in her know-how and in her willingness to stay with the job. Her joy in being able to work makes her a good performer.

Besides this, we have found that the older woman worker is

more serious about her productivity than the younger, and she will make every effort to maintain the standards of the business. Being serious, and quite often being dependent upon a job, the mature or older worker will seek additional training and thus improve her abilities to stay on top.

HARD TO TRAIN—DON'T ADJUST WELL

One hears such comments as "Sure, we would like to hire older persons, but we can't use them because they are difficult to train and won't adjust to change." It is understandable that in our changing dynamic business economy, with the introduction of new equipment, particularly in the field of automation, people must adjust to change. Give the older worker the necessary proper training and she will adjust very quickly to her new situation. She will accept supervision by younger persons, contrary to the superficial opinion of those who will not hire older persons. If it is a matter of dusting off old skills, she is proved to be ready sooner than is commonly supposed.

DON'T GET ALONG WELL WITH OTHERS

Some employers will not hire mature workers because of the feeling that they are cantankerous and inflexible and cannot get along well with others in the organization. The claim quite often is made that the mature worker is bossy and becomes a troublemaker in an organization, very often because of being concerned about her own job.

Again, recent studies disprove these statements. Management has found that a large percentage of older employees are better than the younger workers in their job relationships. Over-all, there seems to be very little reason to believe that the more mature worker has difficulty getting along well with others in the organization. In fact, in many instances she becomes the sought-after source of sound advice and a comfortable shoulder to weep on.

A friend of ours, Marion L., who was widowed at the age of forty-four, had worked for a book-publishing firm before her marriage and had kept in touch with the publishing field through free-lance work as an editor. By keeping her eyes open and stepping up her free-lance work, she succeeded in getting a full-time job with a newly formed firm and functioned happily as editor there for eight years. At first she had been worried that she would seem ancient to the young recent college graduates who were her colleagues, and she had wondered whether she would be able to take orders from the boss, a man a good deal her junior, but neither fear was justified. In fact, she became "Ma" to the entire editorial department and heard the troubles of everyone in the company, from shipping clerk to the boss himself. When Marion resigned to remarry and move away, she left a genuine gap in the organization, which has never been filled, since her replacement was only twenty-eight. She has found this out from the two or three young friends in the office who now tell her their troubles by mail.

PENSION COSTS

It is constantly argued that high pension costs preclude the hiring of older workers. This statement has been challenged by the Department of Labor in a recent study, which states that the older women are less likely than other workers to be covered by private retirement plans. The Department has found that any firm with a pension plan can hire older workers in reasonable numbers and include them in the plan without excessive pension costs. Benefits are scaled to the length of service or the level of earnings, or to both service and earnings. As a result, the Department has found that the worker whose period of service before retirement is short generally receives a smaller benefit. Many companies have fixed pension benefits according to years of service, so the pension obstacle can be eliminated through proper planning of a pension program.

MORE ABSENTEEISM

One of the most common objections expressed by employers is that there is more absenteeism among older workers. In a recent study of attendance data for four thousand production workers it was found that attendance by age group did not vary at all. The conclusion was that there was no relationship between the attendance rate and age. It has been our experience that the older workers are more likely to stay on the job and have less absenteeism than the younger worker, rather than more.

LESS DEPENDABLE

The claim is often made that the older worker is less dependable. Again survey after survey has proven that older or senior workers are considered to be at least as dependable as average younger workers, and probably more so.

IS DISCRIMINATION BASED ON FACT?

Continuing surveys are constantly being made by numerous organizations to determine the effectiveness of older workers.

Each of these surveys has conclusively proved that discrimination against the older worker is not based on fact. The National Association of Manufacturers in a recent report urging broader acceptance of the older workers stated, "Older workers represent countless years of rich and seasoned experience. Judgment and stability constitute an immensely valuable asset in the nation's work for us."

Since 1958 it has been illegal in New York State for any employer to discriminate against workers on account of age. The same is true in Massachusetts, Rhode Island and Pennsylvania. More states are sure to follow suit. Moreover, a great many states have appointed

It might not be a bad idea to send for a few government booklets. Few American citizens are aware of the inexpensive and infinitely helpful publications available in Washington, D.C., for the asking. The Women's Bureau of the Labor Department offers a great many important booklets. For your purposes as an older worker I suggest that if you aren't thoroughly oriented in your ideas you write them for *Part-Time Jobs for Women*. Also for the free booklet *Job-Training Courses for the Older Worker*.

Another thought: Try the Board of Education of your community. In a large city there is often an opening in a department you may not have thought of in connection with yourself. Such might be lunchroom or library, nursing office, principal's office; the opportunities are many and varied.

To sum up: If you feel alert and well, if you have evaluated your assets and the areas where they might be most useful, go to it. You'll land something, with time and patience and, especially, elasticity in your own point of view. There is only one "but," and this has to do with the effect your working may have on your income tax and your Social Security benefits. The former has been discussed in Chapter Nine. I propose now to show you how, if you are sixty-five or older, your earnings may affect your Social Security benefits, and how best to set about arranging your finances.

Provided you have worked at jobs covered by the Federal Social Security Act, or are a widow whose husband worked at such jobs, you are eligible for Federal old-age benefits; but if now, at sixty-five, you work and earn more than \$1,200 a year, you will forfeit some or all of your benefits for that year (this restriction is lifted when you reach seventy-two).

You are required to notify the Social Security Administration if you are getting benefit payments and are working for wages of more than \$100 a month or rendering substantial services in self-employment. You must also notify them if you expect your earnings for the year to amount to more than \$1,200. If this is your expectation, you ought to discuss with the Social Security Administration in your city the effect of your working and how to figure the number of benefit checks you will be paid for any one year. Keep in mind that the \$1,200 figure means your gross wages

1. Would I be able to hold my own on the job I have in mind?
2. Do I need retraining and reorientation for this job?
3. Have I had a physical examination in the last six months?
4. Have I figured out how earning will affect my income:
 - a. In taxes?
 - b. In Social Security benefits?
5. What are my motives for wanting to work now? (See Chapter Three.)
6. Can I create a job for myself?
7. Would I come out better financially drawing my Social Security benefits and doing interesting volunteer work?

CHAPTER 16

7: The Woman Alone

THE TEN MILLION SINGLE WOMEN in today's labor force are divided into two main groups: those under thirty years of age, who in all probability will marry before long, since only 7 per cent of all women in our country remain unmarried; and those over thirty who stay in the labor force until their retirement age. This latter group constitutes 25 per cent of all working women.

We can divide this second group of over thirty years of age into two parts: career girls who remain unmarried, who are likely to rise on the employment ladder to positions of relative importance and high income; and the newly alone—women who are divorced or separated and those who are widowed.

Let's examine these groups in order, to analyze the special problems of each:

SINGLE GIRLS UNDER THIRTY

In the chapter on the unmarried worker we have already examined the points to be borne in mind here. These are: knowing your qualifications and what sort of job to look for; where to live; whether or not to take additional training.

If you are unmarried and under thirty, then, we've covered most of the ground earlier in the book. But let me add just one word of caution here: Many employers complain that young women, especially in the less skilled occupations, really do not keep their minds on their work. Their attendance records are poor, their attention wanders, the employment turnover among them is far too great. "A young girl—that's understandable from the biological viewpoint," you may say. But if, having married, she chooses to return to work, how will her poor record look on her application blank? Any young woman who puts little or nothing into her early years of work can expect little or nothing in the way of a send-off from her former employers when she wants in again. Remember, what you do now, your attitude toward it, your record in the files and the opinion of you held by the concern you worked for may make all the difference in the ease with which you resume your future working career.

CAREER GIRLS OVER THIRTY

Although relatively few women remain unmarried, those who do have achieved distinction in the labor force. Between the ages of forty-five and fifty-four, 36 per cent of unmarried women are to be found in such jobs as manager, supervisor, forewoman and other skilled occupations, as well as in their own businesses. This group consists of the "dependables" to whom work is important both for the money it brings in and the satisfaction of accomplishment and advancement. Yet men who are in these same upper occupational groups have, according to the research findings of the National Manpower Council, higher-level and

better-paying jobs than most of the women, despite the fact that many single women achieve outstanding success in their chosen fields.

To return for a few final words to the subject of the career woman: You really don't need advice from me. You have proved to the world and to yourself that you have what it takes to succeed and to achieve security, professionally and economically. The American career woman, with her independence and common sense, her efficiency and knowledge, her at-homeness in the world, is, to many non-Americans, symbolic of American life. South American, European, and Oriental countries for the most part still cling to the old system of women's subordination in most of their functions. The United States is the birthplace of women's success stories. In fact, if you look in Chapter Twenty-three you will find dozens of them. So, if you are a career girl, no doubt someday your name will be included in a similar list in a similar book. Or even in the next edition of this one!

There is only one little point I'd like you to bear in mind. Whether or not you marry, your social life is important. Don't let your job and your ambition to succeed be all-enveloping. Have the ability to forget your work and plunge into something else wholeheartedly when the occasion arises. You will return to your work afterward refreshed spiritually and physically, and even more likely to achieve great things.

THE NEWLY ALONE

As we have seen, two subgroups there are in the second category of women alone: the divorced or separated and the widowed.

Before considering each group separately, I'd like to say just a few words on the subject of loneliness. Most of us at best have a dread of it. Being "gregarious animals," as the philosopher William James put it, we are happiest with our fellow beings, both at work and at play. It is the exceptional man or woman who, for some private reason, prefers to be by himself. Loneliness and grief

often go hand in hand. Robert Nathan states it memorably in a sonnet containing these lines:

*Because my grief seems quiet and apart,
Think not for such a reason it is less.
True sorrow makes a silence in the heart.
Joy has its friends, but grief its loneliness!*

If there occurs in the life of any woman the tragedy of divorce, separation or widowhood, her fear of loneliness is a motivating factor in her life, aside from any economic reason there may be for her to work.

In general, as we saw in Chapter Three, the social factor is one of the main reasons for any woman's wanting to work. This is even more the case when a woman who for one cause or another is alone at a mature age turns to work in order to reach out to other human beings.

THE DIVORCED, SEPARATED OR WIDOWED WOMAN

Women formerly married—that is, widows and divorcees together—form 16 per cent of all women workers today. According to the last census, one and four-tenths million women were divorced and not remarried. Of these, one million were workers. Women who are divorced or separated from their husbands are more likely to be found in working ranks than any other group except young single women just out of school, and the jobs they hold are more like those of wives and mothers than those of single career women.

What are the special problems of this large group?

To begin with, there is the problem of self-support. Generally the court has ordered that the children, if any, be supported by the ex-husband; but nowadays, because women have proved themselves capable of earning, the alimony set for support of the woman herself is often on the low side. Besides, a woman may take

pride, as we have seen, in her ability to make a career for herself. The courts, depending of course on their judgment of the rights and wrongs of each case; no longer automatically assume that a woman after a divorce is entitled to be supported by a spouse in a luxurious manner. Money for children is another matter. The chances are, if your husband contributes anything to your support as his ex-spouse, you'd be better off supplementing it by working. And much healthier it is for you if that is the case.

I have often observed the sudden helplessness that apparently afflicts able-bodied women when they enter the divorce courts. They may have held down splendid jobs for years before and during their marriage, but once that marriage is on the skids they become clinging vines. Often this onset of parasitism is a form of revenge, on the assumption that the husband, being the guilty party, should pay till it hurts.

This is a state of affairs I deplore. No matter who may be right or wrong (and I have always contended that in a divorce, where there are children, there is only one party that has any "rights"—namely, the children), if a woman has a skill that she can put to good use in a job, how much more self-respecting it is to do so. Independence, a new career, proving herself an individual who is someone on her own—these are assets to her as a human being and will help her in building a new life, one she can be proud of.

If a divorced or separated woman decides to go back to work, whether or not there are children, there is one tendency to beware of—taking out either your frustrations as a woman or your quite comprehensible bitterness toward the male sex through your behavior on the job. Do not overwhelm your fellow employees with tales of woe, vituperative recriminations or general declarations of war against the males of the species. Go on the assumption that this is a brand-new life, that you are going to do the best you know how in your work for your own sake, on many levels. This way lies peace of mind. The other way lies a bitter drug which poisons everyone it touches, most of all yourself.

THE WIDOW

In 1954, after the last full census, there were seven million widows in the United States, 28 per cent (over two million) of whom were working. Yet widows are much older these days than they were in former generations. Nowadays almost 80 per cent are over fifty-five and more than half over sixty-five. Among these, more would be working were it not that they receive Social Security benefits, insurance pensions, annuities and the like; but a great many younger widows are at work today. Today 60 per cent of widows between forty-five and fifty-four are at work.

This last significant group of statistics has to do with the decline in the size of the family from the vast number of children in our grandparents' times, the lower average age of marriage, the greater preparedness in terms of training and education for women, the greater opportunities in business and industry for women, and the fact that through work come the ultimate benefits of pensions and Social Security benefits.

The problems confronting newly widowed women are fundamentally alike, whether they are left a fortune or only a few thousand dollars. Primarily, these problems fall into three main areas: financial, social and psychological.

FINANCIAL PROBLEMS

One basic source of fear is along financial lines. If you have been accustomed, during your husband's lifetime, to tackling money matters together, if you are used to handling your joint affairs or at least are familiar with how they operate, if you have always had your budget well in mind and know what you can expect in the way of estate, insurance, benefits and so on, you are better off than a great many other women who, despite the many books and articles warning them of this exact situation, have been drifting along for years without any awareness of finances and their management. But even if you have some experience in

this, the fact that you are alone sometimes produces a quite unrealistic sense of panic. Your chief provider has gone. How can you manage? How can you give your children what they need? How can you provide for your old age?

SOCIAL PROBLEMS

Still another common fear, equally basic and often equally unrealistic, is a social one. For years you have functioned as a female with a full life as a wife. This primary function has been taken from you. You have a very real fear of being on the shelf the rest of your days, no longer desirable as a female. You tend either to shun human society because you are afraid of it or to become aggressively gregarious and hectically gay, the life of the party, since your true fear is that there may be no more parties.

In other words, the ground in all areas is quaking under your feet. You need help.

My advice to any new widow is: Once the immediate shock and all the necessary physical arrangements and rearrangements are over, decide with whom among your friends, relatives and professional advisers you would most like to discuss your present and future situation. It might be your attorney or your physician; a lifelong friend, man or woman, whose judgment and experience you respect; a relation who has been close to you as a friend. But make certain that the one or two whom you choose know your character, your needs, your abilities and your financial situation in a balanced and realistic way.

These people will feel honored to discuss with you where your life is to go from here. On the basis of quiet and leisurely talks with them—and you know them so well it is almost like talking with yourself—you will formulate and tackle the three basic problems that beset every widow.

PSYCHOLOGICAL PROBLEMS

It is difficult for anyone on the outside to understand how it is that a woman whose husband has been seriously ill for years can go all to pieces when, after years of suffering, he finally dies. But I have seen it happen many a time, and doubtless so have you. The loss of a marriage partner, whether sudden or not, leaves a woman, after the first acute shock, in a prolonged state of bewilderment that takes any one of a variety of forms. She may seem to go through all the appropriate motions of social exchange, welcome condolence calls, attend to the countless details that follow a death, seem perfectly logical about such business matters as are called to her attention—and, when her situation finally comes home to her, may not remember one single act she has performed. Or, conversely, she may be so shattered that she is incapable from the start of any orderly mode of thinking or behavior. In any event, it appears wiser by far at the start to leave as many details as you can to those nearest to you than to attempt them yourself. Your mind may seem to you to be working with clarity, but don't count on it. Save yourself for that moment when you will need all your will power and sanity to meet the changes bound to come in your life.

After the first shock comes the awareness. Here you are, alone. If you have children, you are not as alone as if you have none, but you also have the responsibility. You are alone now in making decisions in regard to them as well as to yourself. You will have to be mother and father to them. Your great, overwhelming anxiety is, will you be able to carry on alone in all the avenues of your life?

On the financial side, it is impossible to generalize. Even if you are left with a large income through a trust or insurance, it may not be enough for you to continue living in the style you maintained during your husband's lifetime when he was earning. You may then have to decide to cut down, to move to smaller quarters or dispense with full-time help. If you are left with only some money outright, plus small insurance or annuity benefits, obvi-

ously you will have to supplement this in some way. Your advisers, being experienced in such matters, will help you to come to some definite concept of how much you will need to earn in order to meet the standard of living you feel will be right for you (and your children) now.

Often wives, against the day when they may be left to cope with business affairs without their husbands, want to learn to be part of their husbands' business lives. If a man runs, let's say, a factory that makes paper cartons, it is not at all difficult to teach his wife the rudiments of the process, the office setup, the market, and the sources of raw material, and she will be familiar with his business associates. A wife often displays an aptitude for business that she never knew she had until it was put to the test and blossomed under her husband's tutelage. If, luckily, he lives to old age, she can help carry part of his responsibility. If he dies before her, she is in a position to carry on until she herself is ready to retire.

Often a husband wants his wife to know about all his financial affairs and how to administer them. During his lifetime, he teaches her about savings accounts, annuities, insurance, investments. If he should die before her, she will have the enormous advantage of understanding clearly the terms of his will and the condition of his estate at the time of his death.

Often women, frightened as they are by being alone, are most unrealistic about finances when they are first widowed. This can take the form of being afraid to spend money even on the necessities and, instead, hoarding it in the savings bank against old age. Or, again, it might take the reverse form of wanting to make wild, speculative investments in order to acquire a greater principal and income in a hurry.

Your advisers will urge you to guard against panic. They will help you to figure out the general outlines of a life that will be suitable for you socially—not empty but not too full. And they will try to prevent you from being overprotective and overapprehensive about your children in your effort to compensate them for their loss of a father.

Fortunate indeed is the widow who has kept herself all these

years in working trim, through paid or volunteer work, or by taking an interest in her husband's business affairs. Her problem will be merely a matter of channeling her know-how into an area where she may earn money, if money is what she needs. It is tougher on the woman who has not worked since she was a young girl, if ever, and it is in such a case that wise professional advice should be sought.

Let me remind you that for widows even more than for other women, working has a tremendous emotional value. Mrs. Marion Holden Bemis of Cranbrook Institutions remarks, "Perhaps I imagine it, but it seems to me that some of my friends who have devoted themselves to house, home and children exclusively are aging more quickly and disastrously than those of us who keep going at some job we like. I have been a widow for ten years, and I know full well that without outside work I would have been flat on my face long ago."

A woman left alone, especially when her children are grown up and on their own, has the feeling at first that her life is over, that she is no longer needed by anyone. The impulse to brood alone, to sleep late into the morning, to drug herself with meaningless diversions which she does not enjoy—all these manifestations of loneliness and loss of direction can be nullified, or at least modified, by securing work that is suitable, pleasant and worth while. A paid job will help dispel her natural fear that she is financially insecure. To be in an organization where she is known and needed as part of an operation will dispel that sinking feeling that her life is over. By working she will be in touch with people, not have the impulse to take out her need for companionship by being a drag on her friends and a source of sore conscience to her children, who, though they mean to be kind to poor Mother, have their own lives. And it is well known that grandchildren do not thrive under a smothering blanket of overattention from an emotion-starved grandmother.

In the preceding chapter we discussed in some detail the kind of work especially suited to older women, some along established lines, some of the pioneer variety. I suggest that you turn again to that chapter now and review it. Discuss the different possibilities

outlined there with your vocational or financial adviser; do the same on the basis of the job opportunities suited for older women in Chapter Twenty-five. Be sure to search yourself deeply for your job qualifications, as suggested in Chapter Four. You may have more than you know. And talk over with your adviser the general areas in which your own aptitudes, your social connections, your home situation, your experience and skills (either professional or volunteer) will stand you in good stead.

If you have read Lillian Gilbreth's inspiring and diverting account of her life, *Cheaper by the Dozen*, you will know already how her long partnership with her engineer husband enabled her gallantly to carry on at his death. She gathered her own forces, mobilized her children and her intellectual and spiritual inheritance and made a marvelous go of her life. This pattern has been repeated thousands of times, each time differently, by courageous women who, after the fog cleared away, decided that life was for living.

In her excellent book *Learning to Live as a Widow* (recommended reading for every new widow who needs help), Dr. Marion Langer, a psychological expert and herself a widow, outlines the way for every widow from the first shock to the regaining of full mental and emotional health and renewed full participation in living. At the end of the book is a most helpful list of sources of aid available to everyone, varying according to the section of the country where one lives. These come under the headings of personal guidance; counseling and family assistance; child care and child guidance; employment and vocational guidance; legal, insurance and investment guidance; Social Security benefits; and leisure time activities. I suggest that if you are in need of specific help that falls under any of these headings, you read this book and write to the appropriate organization.

It is not easy to learn to live as a widow; it takes time, effort, courage and perspective. But through wise advice, the effective use of your working energies, finding a job where you are needed, and the instinct for creative living inherent in all of us, you will make out.

PART THREE

HOW TO GET,
AND GET THE MOST
OUT OF, A JOB

How to Look for a Job

"I KNOW EXACTLY what I want to do, but how should I start looking for a job?"

This, of course, is not only the most basic of questions, but also one that has many answers. Remember, if you are lucky enough to have a clear idea of yourself and your capacities, you're 'way ahead of the game. But as you know, it's only the beginning. The specific search for an opening in the field where you are sure you belong may seem, at the moment, overwhelmingly difficult, complicated, beyond your imagination. And yet, negotiated step by step, with a full awareness of the many possibilities for informing yourself, and informing prospective employers about yourself, it boils down to a matter of controlled and intelligent efforts made where and how they count the most.

Whether you live in a village, a town or a city; whether you are just out of school or a grandmother with time on your hands, there are twelve ways of finding the right employment for you.

1. Check the help-wanted ads in your local paper.
2. Consult your school guidance counselor.
3. Consult Manpower, Inc.
4. Ask your relatives and friends about job openings.
5. Apply to local employment agencies.
6. Apply to your state employment service.
7. Talk to union representatives.
8. Look through the classified telephone book pages.
9. Place an application at the Y.W.C.A., the Y.W.I.A., the Knights of Columbus, or any similar organization.
10. Place an employment-wanted ad in a newspaper.
11. Make personal visits to prospective employers.
12. Write a letter of application.

You'll have to use your own judgment as to the best way to begin. It depends in part upon what sort of work you want and the kind of community you live in. But in my experience, it is generally wise to glance through the want ads in your local paper before you do anything else, just to give yourself a rough idea what the needs of employers are at the moment and what salaries are being offered, so that you will know whether or not your ambition is realistic in terms of actual openings and of dollars and cents. However, if you get no clue from the want ads, that doesn't mean for sure that no such opening exists at the salary you had in mind; it means merely that you'll have to look further to find it.

In job hunting, as in other phases of life, it's patience and perseverance that count in the long run. Great men have always known this. The patriot Thomas Jefferson wrote in 1792, "To every obstacle, oppose patience, perseverance, and soothing language." Don't forget the "soothing language," either, if you become discouraged with what turns out to be a long hunt. Losing your temper will only delay things. Seeing red will blur your vision. So let's roll up our sleeves and, with all the "patience and perseverance" we're capable of, try one by one the ways of looking for that perfect job.

1. HELP-WANTED ADS

Look at the classified columns of your local newspaper or a newspaper of the largest town or city within commuting distance. In our offices we review hundreds of newspapers, and we know there is no better way for an employer to offer employment to a large number of potential employees than through the use of the local newspaper classified ads.

Check these ads carefully and make a list, if possible, of the six best openings in the field of your choice. At the top write the job opening that seems to offer the most advantages, and all the rest in order.

One newspaper check is not enough. Check the help-wanted ads daily over a period of time. With each issue of the paper new ads

come in, and tomorrow may be the time when you'll find the one ready-made for you.

Now let's assume that you've made your list of the six openings most attractive to you. There are three alternatives for responding to them:

- a. Call on the company personnel department without a prior appointment.
- b. Telephone the company and arrange for an interview.
- c. Write a letter of application.

Many of the ads will indicate the way the company wishes you to make your application. If so, follow instructions to the letter. If not, my suggestion is to go directly to the company offices and ask to see the person in charge of interviewing applicants for the advertised job. At this point you will receive instructions on how to apply for the job. Be sure to follow these precisely. This might make all the difference in whether the job goes to you or to somebody else. Sometimes an ad contains not the name of the firm but merely a box number in care of the newspaper. This is known as a "blind ad" and is used often by an employer to prevent too many applicants from coming into his place of business without prior screening. If the specifications in a blind ad seem right for you, then you must write a letter of application outlining your qualifications so that he will know whether to follow up on you or not. (See the next chapter for letters of application.)

2. SCHOOL GUIDANCE COUNSELOR

There's no doubt in my mind that any girl in high school or college should at the very earliest opportunity discuss her future employment plans with the man or woman adviser who is part of the staff. Don't wait for graduation to get the benefit of this expert advice which is yours by right. It should be possible to take tests for your aptitudes early in your school life and to enroll for courses that offer the best training for the career which at the time appeals to you. Of course, it is not unlikely that by the

time you've been out of school for a while your ambitions and your qualifications also may have changed, and so you may have to alter your sights. Just the same, don't forget that even after graduation your old school counselors who took such an interest in you back in school days will be proud and happy to follow through on your job career. It is, after all, to their credit and that of the institution they represent if you, the alumna, achieve your place in the sun with their help. Through you and your success, both school and school counselor will shine by reflected glory. You will do him, as well as yourself, a favor by demonstrating your continuing faith in his professional guidance.

3. MANPOWER, INC.

Every week thousands of women around the country come into Manpower, Inc., offices to seek employment and discuss their hopes for the future. Naturally, since I am one of the organization's proud parents, I am enthusiastic about what our child can do. At Manpower we welcome the chance to talk over any woman's employment problems, from where she can place her children during the day to how she can safely get home late at night from an outlying factory, with all the gradations of lesser or greater importance between. We carry out this kind of interviewing at Manpower offices in cities throughout the United States as well as in Canada and abroad. Whether you are interested in permanent, temporary or part-time employment, Manpower counselors are there to appraise your aptitudes and suggest a practical plan for you.

Recently I talked with a woman who had become a widow the year before. She told me in glowing words how important work had become in her life. After the death of her husband she had suffered from the conviction that she was "not needed any more." Her children had married and left the city; she had never been interested in playing cards or being a clubwoman. She had, as she put it, "no reason to get up in the morning." A friend urged her to go to Manpower to see if there was some type of work that would

appeal to her. Although she had no office skills, we found that she was interested in homemaking and knew a good deal about food, and that she had an outgoing personality. We had an opening for a food demonstrator to work for us in one of the local supermarkets. She was promptly trained and began work demonstrating a baby-food product. "My whole life changed," she told me. "I made new friends. I had the feeling of being useful. Someone was depending upon me to get up in the morning and be on the job. My entire outlook changed and I became a happy person again for the first time since my husband's death."

Each of us needs to feel needed. The jolly miller of the song, who warbled, "I care for nobody, no, not I, and nobody cares for me," and all the other recluses one reads about in news stories are the exceptions that prove the rule. Manpower has fortunately been able to help lonely women feel needed. New friends to warm the heart, new experiences to broaden the horizon, new pride in independence and self-sufficiency from working on the Manpower plan often have acted as lifesavers for the depressed and bereaved. Older women, no longer depending on their children for financial help, take pride in supporting themselves, and their relations with their children as a result are immeasurably improved.

Some of those for whom there are jobs available at Manpower are:

- Addressograph operators
- Bookkeepers
- Booth attendants at conventions
- Calculating-machine operators
- Convention workers
- Court reporters
- Demonstrators
- Factory workers
- General clerical workers
- Hostesses
- Inventory workers
- Models for conventions
- Packers
- Receptionists
- Sales clerks

Sample distributors
Shoppers
Stenographers
Survey interviewers
Telephone operators
Transcribing-machine operators
Typists
Wrappers

For part-time, full-time, temporary, or any other kind of work, for any woman from eighteen to "over forty," Manpower's doors around the country are always open.

4. RELATIVES AND FRIENDS

Everybody knows somebody who is Somebody in the business or professional community. In your case, maybe it's your rich uncle who owns a taxi company; maybe your father's former high-school football teammate who is foreman in the local canning plant; or maybe your girl friend's married brother who is with an insurance company. If you know, or know of, someone connected with the sort of place you aspire to, don't be too shy to bother him (or her) about your ambitions. The chances are he will be delighted to give you a hand. Almost everyone gets a kick out of the feeling that he's able to help someone who sincerely seeks that help. Often our friends and relatives are flattered and pleased to be asked to do that favor you hesitate to mention. Actually, they may be doing their own organization a favor by helping to fill a vacancy. Many firms today offer small bonuses to employees who direct other persons to their employment offices to fill a job opening. Broadcast the news among your friends and your aunts and uncles and cousins by the dozens that you are in the job market and would be interested in such and such kind of work. Ask for leads. You'll be astonished at the number of people who are not only willing but sincerely eager to make some inquiries in your behalf at the proper level in their own organization, and to set up an appointment for you.

5. PRIVATE EMPLOYMENT AGENCIES

Every sizable community contains an agency, or agencies, whose purpose is to place people in jobs, usually on a permanent basis. Employers telephone these agencies and place their job orders, which then are run as ads in the local newspaper, offering the jobs. When you visit an employment agency, you make out an application card that outlines in full your work history, aptitudes, etc. Some employment agencies test applicants to determine their skills. In most states such private agencies are regulated by state law and the fee which they require is subject to state approval. There is normally posted on the walls of every employment agency office a statement indicating how fees are charged. The plans for such fees vary, depending upon the community, the type of job and other factors. In certain cases the employer pays the fee; in others, the employee is obliged to pay it. It is important that you understand clearly when you register with an employment agency exactly who is obligated to pay the fee and how much it is.

Remember, it is up to you to inform yourself of the fee system in the agency where you apply. If you don't see such a statement as I've described, ask for it. And if no clear-cut arrangement is available for your inspection, you would be safer either to ask advice of some knowledgeable person before filing your application or to try some other approach to landing a job.

6. STATE EMPLOYMENT SERVICE

In every major community there is a branch of the state employment service. Each of these offices is staffed by persons whom you may consult about your vocational future. No fees are charged. Many employers call in to this service, primarily for permanent help, and it can be very useful to you in referring you to these companies for interviews.

7. UNION REPRESENTATIVES

It is not generally known that many unions will help in finding work for people, but such is often the case. Frequently business firms call union offices for specialized types of personnel. Through their general knowledge of the field in which they are working, union representatives might prove most helpful in pointing out companies that could utilize your particular skills or experience. It might be very useful to you to find out whether or not such unions and union representatives are part of the picture in your own community.

8. CLASSIFIED TELEPHONE BOOK PAGES

If you know exactly which field or fields you are interested in, but not the names of any specific companies, check the classified section of your local phone directory. Let's suppose that banks have always appealed to you, but your city is so big that you don't know the names of more than one or two banks. In the classified pages, find the one closest to where you live—that is, if you want to work near home. Stop by and have a chat with the personnel director. Banks recognize the importance of good relations with the business community and the neighborhoods surrounding them. It's possible that if your neighborhood bank has no immediate opening, the personnel director may be able to suggest some contact in a branch or even help with a lead in a competing bank. It's all good public relations.

Another good idea is to look up in the classified pages, under "Association," the trade association of the field in which you're interested—real estate, for instance. In most communities there is a real-estate board or association. Call the secretary of this group and have a talk with him about your interest in the field he serves. Often you will find that members of the association have asked the staff to be on the lookout for suitable employees, and you will then be able to follow up on qualified leads. Ask the secretary of

the board or association if he will be kind enough to set up an appointment for you with the prospective employer. I suggest that you request printed material on work opportunities in this field. Study these bulletins so that you can be well prepared for the interview.

Imagine the city where Mary T. lives—a small city in Michigan which has an active real-estate board, since industry is developing rapidly there and, consequently, there has been an increased demand for housing; at the time when Mary decided to look for a job, several housing developments were under way. Mary had been fascinated by anything to do with homes since she had her first dollhouse. With a secretarial course behind her and a first summer job satisfactorily completed (though in the wholesale grocery business, which didn't interest her), she decided to try for a job in real estate, with the idea of someday becoming an agent herself. On the advice of her father, she stopped by at the real-estate board on her way downtown and had a nice chat with Mr. John T., the secretary. He was delighted both to call the president of the newly established Oak View Home Development, who was desperately in need of an office assistant, and to provide Mary with half a dozen pamphlets on other, similar companies where, he said, he would be glad to refer her if she wished.

"But," said Mr. T., "I doubt if you'll need to follow up on any of them. I think Oak View is a natural for you."

And that's the way it turned out. Mary had happened in at a strategic moment. She now has been working at Oak View for almost two years, and her title is "executive assistant." She has a secretary of her own, and after she has passed the real-estate examinations, for which she has been studying this past year, she will become what she has always wanted to be, an agent. But if she hadn't stopped by at the real-estate board that morning, the chances are that someone else would have landed the job.

9. YWCA AND SIMILAR ORGANIZATIONS

Many firms in need of office help have got into the habit of calling the YWCA to ask that a notice be posted on their bulletin board. It would be definitely worth while to talk to the Y director in your community and ask her to keep you in mind should anything come up in your job line. The Y's are always interested in helping girls to find appropriate work, and, of course, they have excellent affiliations throughout the business community. Y's are rightfully proud of their record in helping thousands of women, young and not so young, make fine vocational adjustments.

10. EMPLOYMENT-WANTED ADS

If you have a specialized skill or experience that you are pretty sure would be of value to a number of employers not only in your own community but also in other parts of the country, you might give serious consideration to placing an ad in a trade periodical with national circulation. Most businessmen keep up with their trade publications and, especially if they need to add employees to their organization, will scan the ads for prospects with experience. An ad intelligently prepared by you, perhaps with some help from a friend who has had advertising experience—I've found that people are usually pleased to be asked for such help—should outline your skills and experience and mention when you are ready to begin work. The chances are you will receive a number of letters from employers from coast to coast, if the industry is specialized and your qualifications sound. If, on the other hand, you want to remain in your home town, you might give some thought to running a small ad on the business page of your local newspaper, being careful to designate specifically what assets and experience you offer to a prospective employer. If you don't wish to use your name in the ad, you can arrange with the newspaper to run a blind ad. The answers will then be sent to a box number, and

you can pick them up at the newspaper office, replying only to those that you believe have merit.

For instance, take a look at the book trade magazine called *Publishers' Weekly*. In every issue both "positions open" and "positions wanted" are listed. To someone casually glancing through, it seems sometimes inevitable that the "opens" and the "wanteds" must mesh—both are so specific, clear, specialized. To place an ad in such a medium, if you are in need of a job, and to read the corresponding help-wanted ads, seems a most intelligent use of your time.

11. THE PERSONAL VISIT

"You have to make the calls to get the business." This is a well-known axiom in the selling field. The successful salesman is the one who goes out to his customers' offices and sells the product. He doesn't wait in his own office for the telephone to ring. While he is waiting, drinking a third cup of coffee, his competitors probably are out getting business away from him.

The same thinking applies in job hunting, which is, after all, the art of selling yourself as a package to a company that probably doesn't know of your existence, but actually (as you've taken the trouble to find out) is in need of the skills and experience you have to offer. Therefore it's foolish to sit around and wait; better to get right out there and make a call in person on the company that seems a good prospect. Your initiative, plus the fact that you've been smart enough to brief yourself on the company's product and general standing in the community, will be decidedly in your favor.

Often a company which has no opening on the day when you call may develop an opening in a week or two, or a month or two. Moreover, if you make an excellent impression it's perfectly possible that they won't want you to take your abilities and interest elsewhere, and a place may be created for you. This is a tribute to grade-A salesmanship on your part, which requires a proper presentation well thought out ahead of time.

Remember, even though a company does not hang out a "Help

Wanted" sign or run a classified ad for help, it still is possible that you may be able to sell yourself on the basis of what you have to offer that is desirable and unique. (See Chapter Nineteen for the technique of the personal interview.)

12. LETTERS OF APPLICATION

"I'm scared stiff of walking into a personnel office if there's no opening advertised."

This sort of statement has been made to me many times by women who are not naturally outgoing and who have a genuine fear of seeking interviews on what is technically known as a "cold conference basis." My advice always is, "If that's the way you feel, try the U.S. mail." For there's no telling what injustice you'll do yourself and your chances of employment if you freeze up when confronted by a strange person who asks you questions and, as far as you know, has no job open anyway.

So this is the moment to embark on a direct-mail program. There are several points to bear in mind while you are framing a letter of application. First and foremost, remember that a good letter of this sort talks clearly in terms of an employer's need. The employer is not interested in you personally as the subject of your letter, but primarily in what you can do to assist him in his business. Therefore, a letter of application must be thought through carefully along these lines.

I have found that you get the best results by jotting down in rough form the particular items you have to offer and then making a trial copy, being sure that you have listed your assets in the order of what you think is their importance to the employer. When you are satisfied that you have included everything you meant to and have chosen the simplest and clearest way of saying what you have to say, make a neat final copy and send it off.

In a way, it's like a game. After posting yourself on the firm you are writing to, imagine that it is you sitting in the manager's chair reading your letter. Pretend you are a hard-boiled businessman who gets dozens of job-hunting letters each month. Is the letter you

have written so full of practical ideas in terms of his needs (not your own!) that even if he has no job opening at the moment he will feel he must in fairness to himself grant you an interview, because if he doesn't he might be missing something of value to his organization? If you can honestly say "Yes," then it is a good letter and you may send it off. If you feel it falls short, from the viewpoint of that man in the manager's seat, take time out and write it over again.

What a wonderful feeling it is to have someone call and ask you to come in for an interview, "as you requested in your letter." You have created your own opportunity! Now is the time to rise to the occasion, without stumbling or faltering.

The success or failure of the interview rests with you. It must be planned for and rehearsed ahead of time, with the fewest possible details left to chance. Chapter Nineteen will tell you all about it.

CHAPTER 18

How to Write an Effective Letter of Application

"PRESS THE HOT BUTTON!"

That's what sales managers all over the country are saying to their sales personnel.

Translated into everyday English, it means something like this: "Explore your customer's requirements. Dig down until you discover what he really needs from you."

It's just the same when you are preparing a letter of application. Before you begin, you must find out what the employer is looking for in a prospective employee.

When you write a letter of application, you are hoping to obtain an interview. If you can interest the employer or the employment manager in what you can do for him, then, and only then, he will

invite you to come in to see him. But if your letter talks merely in terms of yourself and what you want, the chances are you'll never get inside the office door.

Always keep in mind the fact that employment managers, and employers, receive many letters of application each day. With your letter you are competing with others in the attempt to influence this man or woman to give you some of his valuable time. To accomplish this, your letter has to stand out from the rest. It should be an irresistible invitation to the prospective employer to read it from beginning to end; it should leave him no alternative but to make an appointment with you.

The question is, how can you bring this about? Here are the ground rules that I suggest you follow:

1. Write in your own style, freely and naturally. Never copy a letter previously used by somebody else. It won't sound like you. Allow plenty of time and give plenty of thought to the preparation of your letter so that it will include everything necessary for convincing the reader that you have something he can't afford to miss.
2. Include the information that every employer will want to know about you before granting an interview. They are:
 - Your full name.
 - Your address, telephone number, age.
 - Your most recent school experience.
 - Your marital status.
 - Personality traits, such as hobbies and skills.
 - What others have said about you.
 - Your hopes for the future in a working career.
 - How your experience ties in with the job you are seeking.I suggest that you omit any reference to the salary you expect. Time enough to talk about that if you get the interview.
3. Remember that businessmen are very busy people and just won't read all the way through long letters. Make yours short and to the point.
4. Give the gist of your story in the opening paragraph. This is an axiom in the advertising business and in newspaper reporting as well—in order to insure reader interest, begin with the core of what you have to say.

5. Don't be satisfied with the first draft. Read over every word several times. Strike out all unnecessary words, phrases, and sentences. Keep reminding yourself that all you are doing is trying to obtain an interview, *not land a job. The job may come later, after the interview is arranged. First things first—and that's your letter, which acts as a door opener for you. It should include only essential and pertinent information, to stir up interest in the reader.*
6. Be sure the letter is neat and attractive in appearance. If possible, type it or have it typed. A poorly typed or messily written letter seriously hampers your chances.
7. Employers like to see a photograph of the applicant. Enclose a good current picture if you can. Avoid old ones, posed studio photographs, and snaps of yourself on vacation in shorts or bathing suit.
8. Type each letter individually. Never send out a carbon copy. If you plan to send out a number of letters, it will be worth the money to have them processed by a firm specializing in autotype or Hooven letters that look like originals. No employer likes to consider himself the target for a wholesale job-hunting campaign. Time the mailing of your letter so that it will not arrive on a Monday or a Friday, usually the employers' busiest days.
9. Before you seal the envelope and drop it in the mailbox, check over for the last time the following points in your letter:
 - Is it properly addressed?
 - Is it neat?
 - Are the spelling, grammar and punctuation correct?
 - Does the opening paragraph tell the story?
 - Is it concise and to the point?
 - Is it from the employer's point of view?
 - Is it courteous?
 - Is the material presented in orderly, logical fashion?
 - Has your letter the ring of sincerity?

Have you pressed the hot button?

CHAPTER 19

All about Interviews

HOW TO PLAN AN INTERVIEW

PEOPLE CONFRONTED with the prospect of a job interview fall into two general classes: those who are so overconfident that they regard the event as negligible, to be taken in stride without more than a passing thought ahead of time; and those who are so overanxious that they get into a state of muddle and nervousness and therefore are likely to make a botch of the interview when they get there.

As is so often the case, the ideal attitude lies about halfway between. Although there is nothing to be frightened of (after all, your interviewer is a human being like yourself and is seeing you because he is looking for someone to help him in his business), it is far better, for your peace of mind and your chances of making a good impression and of being hired for the job, if you do some calm and orderly planning beforehand. Thought and study before the interview are as important as your conduct during the final event itself.

Any woman or girl with a job interview set for a definite future date must think out what she is going to say, how she is going to say it, and, above all, what she has to offer from the employer's point of view.

THE FACTS ABOUT YOURSELF

A day or two before the scheduled appointment sit down quietly with pencil and paper. Don't wait until the last minute, until you're sitting in the bus en route or standing on the

doormat of the employer's office. A few days beforehand allow plenty of time for making a list of all the pertinent facts you will be required to have for the interview.

Below is approximately what you will need to know. By far the best procedure is to write down on your paper all these facts about yourself. The list will serve a double purpose: to help you fill out the application blank as completely and speedily as possible, and to serve as a handy reference to keep in your hand while you are being interviewed orally. Here they are:

1. Your Social Security number.
2. Height.
3. Weight.
4. Names and ages of your dependents.
5. Complete information about your marital status.
6. Educational background—names and addresses of all schools.
7. Date you started in each school.
8. Date you completed your work in each school.
9. Your majors in college.
10. The degrees you obtained.
11. The honors you received.
12. Your activities in school and college.
13. Scholarships held.
14. School and college offices held.
15. Work background—starting and ending date of all jobs held.
16. Beginning and ending pay on all jobs held.
17. Type of work you performed on each job.
18. Name of supervisor on each job.
19. Reasons for leaving each job.
20. Community work—list all activities in church, fund raising, social service, etc.
21. Hobbies—list in complete detail, together with any recognition you have achieved.
22. Personal references (other than relatives) with whom you are well acquainted, with their names in full and their addresses. Business references of wider scope than those in your work background should be listed here. Be sure to check the full names of these persons, together with home addresses of the personal references and correct company names and addresses of the business references.

Although you may not have to fill in all of these facts on the application blank, you will be wise to have them handy in case. And they will prove invaluable to refer to during your oral interview. If the list gets crumpled up in the heat of the talking session, copy it over again for any other interview you may have scheduled. The fact that you come neatly equipped with a list to refer to when there is need is bound to impress a prospective employer.

I have reviewed thousands of applications over the years, and I know from experience that very often a good or bad impression is made on me immediately through examining the way they are filled out. Sloppy writing, answers that evade or miss the point, insufficient information, misspelling—these are only a few of the sure ways to prejudice an interviewer before he even sees you. An application should be concise, neat and correctly spelled.

MAKING A FAVORABLE IMPRESSION

In a later chapter I will have more to say about this. At this point, however, when we are discussing what you can do ahead of time to help your interview work for and not against you, you can do a lot for yourself by planning what you will wear and how you will be groomed. Appearances make a tremendous difference. You should also take time out to give yourself a little pep talk—and keep repeating it until the big moment is at hand—on how you will present certain aspects of your career that may take some explaining. Everybody has them, and there isn't room on the application blank to go into them.

Suppose, 'way back in your high-school days, you were in some sort of jam that caused you to transfer to another school. Perhaps it was a blow-up with a teacher who had always been your enemy; perhaps a boy-and-girl drama. In any case, the transfer was made and you feel you ought to justify yourself to your future employer. Remember, he's not as interested in you and your history as you are, but still he is entitled to know the facts. So, in your thinking ahead, try to rehearse how you will say what needs to be said in the fewest possible words and with the least possible emotion and with-

out blaming anyone, simply as a matter of history. He then cannot suspect you of covering up something you are afraid to refer to; and, if you have thought it out ahead of time, he will be impressed by the way in which you have handled a delicate matter.

THE EMPLOYER'S POINT OF VIEW

Let's face it, the employer has the advantage over you. The chances are he has interviewed dozens if not hundreds of job seekers. He may be personally kind and friendly and noted for his tact. But you will have to prove to him that you have something to offer that he needs and wants. A good deal of this will be the product of the face-to-face conversation and the way your two personalities mesh. But a good deal of it, too, depends on how you have prepared to meet this man (or woman).

Although each employer is different, you can and should inform yourself ahead on the product or service that his company offers and any special programs that the company may have, such as employee benefit plans, training or recreational facilities, and so on. You can get this information by intelligent questioning of people who have worked there, from your bank, or from business people in your community. The research will pay off. It makes an employer favorably disposed toward you if you can say something like: "I've always admired the sort of furniture the XYZ Company manufactures." Or: "I know it's just great that you have such a beautiful employee cafeteria." In other words, let him know that you've done a little homework on what you may be getting into. It's a matter of ingenuity in obtaining information, and (as I keep saying) of planning ahead.

LETTERS OF REFERENCE

If you have ever worked before, perhaps you want to ask your former employer for a letter which states his opinion—no doubt a good opinion, or you wouldn't be asking—of you as

an employee. How he phrases the letter and what he says about you is up to him. You might also ask for such a recommendation or comment from a teacher, a school principal, a reputable banker or a business or professional man in your community whose opinion carries weight. Never ask a member of your family for a reference. Naturally, he would write a good one, and prospective employers have X-ray eyes when it comes to a letter of reference that isn't one hundred per cent genuine.

When you have the letter or letters, guard them like the treasures they are. Either insert them carefully in a cellophane binder, to preserve their freshness, or have photostatic copies made so that you can keep the originals at home. A helpful letter of reference will make specific comments on you as a worker and on your personal character as a human being. The people who write them should be willing to answer questions about you over the telephone or in person if an employer wants to check further. Never make the mistake of asking for a reference if you know you have not made a good impression in that quarter. But if you have made a good impression and you get the letter, carry it or its photostatic copy with you on your interview to present at the appropriate moment.

The other thing you can prepare for by thinking it out in advance is to list in your mind, or on paper if you prefer, what are the chief assets, from your employer's point of view, you have to offer. Is it your skill in typing? Your good telephone voice? A way with people? If you know for certain that you are possessed of some special quality or skill, you can think out how to emphasize this without seeming conceited or forward. It will be partly the manner in which you state whatever it is and partly, if you can devise a means ahead of time, referring your interviewer to reliable persons who can verify this talent or skill if your employer wants to check. For instance, it would not be conceited to say, "My former employer often let me write letters for him without bothering to dictate. He said I have a real knack for it." This is surely a talent that would appeal to any busy executive, and one that he could easily check on, since you have given the name of your reference. Or if it's a sales job you are after, you might say without giving

offense, "I was elected president of the Student Council in school—and I really think it was because I know how to get on with people." Nothing aggressive. Nothing overbrash. Just a simple, modest statement, a clue to your personality and something special that any store owner would be delighted to acquire.

To sum up, if you try to get some inside information and make adequate preparations, you will find that you are well ahead of the game when your big moment comes round. Of course nothing happens exactly as you plan it, but you'll have more control over the way your interview goes if you try to follow the simple suggestions contained in this chapter.

WHAT TO DO ON YOUR INTERVIEW

I'd say, over-all, that the three basic matters on which you should concentrate before your interview are appearance, facts about yourself and information about the company where you seek employment.

About appearance, here are a few fundamental, detailed rules, as set down by Mary B., one of our Boston interviewers:

1. Avoid extreme dresses and hats.
2. Select a dress in keeping with the type of work you seek.
3. Do not use too much lipstick, heavy make-up or violent perfume.
4. Don't wear showy furs or fancy jewelry.
5. Be sure that your hands and nails are clean and groomed.
6. Take time out to arrange the contents of your handbag so that you won't have to grope or struggle to find your checklist or your letters of reference.
7. Before you leave the house for the interview, look yourself over for neatness, cleanliness, suitability and efficiency. Then, if you're satisfied, go to it.

Be on time for your appointment. Manage to arrive five to ten minutes early so as to be cool, calm and collected when your name comes up. It's a good idea to have a pocket-size book or magazine along, so as to keep your mind off your "ordeal" while you wait. Remember to be courteous and respectful, neither too stand-

offish nor too chatty, with the receptionist, secretary, or any other employee you may meet. A poor attitude toward a potential fellow worker often has turned the trick against a job applicant.

Tucked handily away in a compartment of your bag is that checklist of information about yourself. In addition, you may be asked questions that will reveal to your employer your aptitudes, interests and character over and above the strictly routine level. Don't be surprised if you are asked something like this:

Why do you want to work for this company?

Are you free to travel?

What are your hobbies?

What books have you read recently?

What magazines and newspapers do you like?

Do you attend school or college reunions?

Would you be willing to work in another city?

Which of your past jobs have you liked best, and why?

Describe your "dream job."

What would you say were your major assets and weaknesses?

How many years do you figure on working?

Why do you want to work?

How did you secure your previous jobs?

The list could go on indefinitely, depending on the sort of person who is interviewing you, and for what sort of job. If the questions seem overpersonal to you, get rid of that idea fast. Your interviewer really doesn't care about your private life per se. He is trying to fill in the outlines already provided through your letter and application blank, so as to decide whether you belong in his organization in the kind of job you say you want.

Answer all his questions as honestly and sincerely as you can. There is no substitute for sincerity—the absence of it is a black mark against any applicant. If you are asked some questions you can't answer, say so. Admitting ignorance is better than being trapped in a lie or a half truth.

After the interviewer has finished with his questions, it will be your turn to ask a few, so as to show him that you have a genuine interest in working in his company. Let him see that you have done

a little homework on his product or services, and concerned with being helpful in terms of his or his

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Such a question might be: "Is it true that you build a new plant across the river? I heard my brother the other day."

Or: "How does your pension plan work? It's had so much publicity lately."

With ingenuity and forethought, it is not too difficult to convey to your interviewer that you have used your head before your appointment.

If your interviewer suggests that you take aptitude tests to verify your qualifications, be sure to go along with him, no matter how many previous tests you may have taken. To refuse or protest is a sure way to end the interview in short order. He's the boss, and I recommend that you submit cheerfully to taking the test.

This logically leads to a question that you have been asking yourself, I hope ever since you first considered applying for this job: What does the employer look for in an interview?

First and foremost, the employer looks for personality traits that do not show up on an application blank or in a letter. This means, in addition to your skills and talents, your temperament, motivation, appearance, manners, speech—everything that adds up to you in person. He also wants to find out whether you possess qualities of self-reliance, loyalty, leadership, the ability to get along with others, maturity, stability. When you are planning your interview, remember to try to put yourself in your interviewer's place, and keep trying to until the interview is over.

The United States Navy in its manual on employment interviews has given these as the main uses of employment interviews:

1. To get information about the applicant which is indicative of how he would or would not work out on the job.
2. To give information to the applicant about the job and about working conditions in the organization so that he may make knowledgeable decisions concerning his employment.
3. To establish in the applicant a favorable attitude toward the job and the organization.

off you analyze this thoroughly businesslike presentation, you will see that it says in another way what I said less formally a few paragraphs back.

You don't have to worry about when to leave. A skilled interviewer or experienced employer has the technique of terminating the conversation, and before you know it you'll be shaking his hand and find yourself outside the inner-sanctum door.

You say goodbye to the secretary and the receptionist (important!) and in a daze go back home to wait for the "We regret to inform you" or the "We are happy to inform you."

In either case, you will have learned from the experience something about how to act on an interview, so that next time, if there should be a next time, you'll be just that much further ahead.

AFTER YOUR INTERVIEW, WHAT?

You might think that once you are comfortably back home from your interview, all you have to do is to wait for that magic letter or phone call, but such is not the case. While you are waiting, it's up to you to try to figure out whether you really and truly want that particular job as it's been revealed to you during the course of the interview, or whether you'd rather look for another one.

It is unfortunately the tendency of many women to snatch at the first bona fide job offer that comes their way. Perhaps it is because of youth and inexperience, or perhaps because at the other end of the age scale employment is not so easy to find. But whatever the reason, let me urge you strongly not to rush pellmell into accepting the first offer of employment. Make doubly sure, on the basis of what you have found out through personal contact with your interviewer and through your own strategic questions, whether the job you have found out about embodies most of the ingredients you require for your own satisfaction and best performance.

Few jobs are one hundred per cent perfect, in terms of any one human being's needs. Still, it never hurts to approximate the ideal as closely as possible. In order to ascertain whether or not the

job as you now understand it is right for you, here is a list of basic things to consider:

Is the pay satisfactory?

Is there opportunity for advancement?

Are the fringe benefits satisfactory?

Is there job security?

Is the location convenient for you?

Is the company expanding and moving forward?

Are the physical surroundings satisfactory?

Would you fit in well with the other employees?

Are you favorably impressed with your immediate superior?

Do you respect the company and its management?

Even if your prospective employer makes you an offer on the spot while you're being interviewed, play it safe. He won't think less of you—maybe he'll even think more—if you say quietly that you'd like a short period of a day or a few hours to think it over. Your future employer will respect you for not jumping in blindly. There would be no gain to him, he knows only too well, if you accepted without sufficient forethought, only to become dissatisfied in a month or so and leave because you had not taken into account all the basic factors in terms of your requirements.

Whether it's a matter of deciding quickly or coming slowly to a decision during your waiting period, the process is essentially the same. Check the above list of what you need to make you happy in your work, and see if the pluses outweigh the minuses by a goodly margin.

Let's say, for instance, that pay, opportunity, benefits, fellow employees are all to your liking. But the company, which now is located a few blocks from your home, is planning to move across town, over half an hour's bus ride away, after the first of the year. Will it be worth while for you to spend more than an hour a day on the bus, especially since you have counted on going to night school for further training?

Or suppose that all the answers to the questions on the above list are positive except one: You have met the executive whose secretary you might be hired to be, and you immediately reacted

unfavorably to him. You know that you wouldn't be happy working for him.

Nobody can make up your mind for you. Even if you talk it over with your family and friends, the ultimate decision is yours. Do you want the job or don't you? You have to reach a decision by the time you get the answer from the employer's office.

Meanwhile, whether you are planning to accept the job if it is offered or to decline it, there are a few things you should do. One is to write a follow-up letter, thanking the employer for his time and consideration in granting you the interview. This little courtesy is sure to be appreciated and, too, may serve as a gentle reminder that you are waiting to be notified.

Another thing you can do, especially if you're in a state of indecision, is to keep on looking and setting up other interviews. It's foolish to stake everything on one job opening, and if you should decide to accept it there's always time to call the other ones off if you've made the grade. And if you haven't, you're a few jumps ahead of the game.

As I pointed out earlier in the chapter, you have already, at the interview's end, asked permission to follow up in a few days with a telephone call. Let's assume that you've done this, that mature reflection has confirmed your decision that this job is right for you, and that you still have not definitely heard. That's the time to write a letter, for the dual purpose of jogging your interviewer's memory and letting him know that you really want the job.

On the other hand, you may have concluded that you'd rather look for something else—you just can't see how you could be happy on the job. This calls for a letter, too.

Here are two specimen follow-up letters:

YOU WANT THE JOB

DEAR MR. A.:

I want to thank you for giving me so much of your time and attention during our interview of last Wednesday, February 5th. Meeting you and learning more about the interesting background and plans of your organization have made me more eager than ever to become one of your em-

ployees. I hope that you feel, as I do, that what I have to offer in the way of skills and interest will fill your company's need.

I look forward to hearing from you at your earliest convenience.

Yours sincerely,

Mr. A. should be very pleased to receive this well-thought-out letter. Its courtesy is above reproach, it shows an awareness of how busy a man he is, and it demonstrates that its writer is truly interested in filling the job he has to offer, whenever it is convenient for him to let her know.

Here is the second letter:

YOU DON'T WANT THE JOB

DEAR MR. B.:

I want to thank you for giving me so much of your time and attention during our interview of last Wednesday, February 5th. However, after considerable deliberation, I have come to the conclusion for a number of personal reasons that it would be a mistake for me to accept your offer. I am writing to let you know my decision in order to leave the field clear for others.

Again, thank you for your courtesy. With every good wish, I am

Yours sincerely,

As you see, the second letter accomplishes several important things. One is to show your good manners and appreciation, another is to place the burden of your decision squarely on your own shoulders. Mr. B. cannot be anything except grateful to you for letting him know, thus saving him embarrassment and inconvenience. He is now free to fill the job from the list of other applicants, with no hard feelings toward you. And, actually, that eventually might prove important. Stranger things have happened than that. Mr. B., whose business is growing by leaps and bounds, might need someone just like you someday for a job not now available in his office. It might even be your dream job. And by that time the person who caused your negative decision in the first place might be working clear across the continent. The way I look at it, a touch

of diplomacy is good insurance and doesn't hurt anyone, either the giver or the receiver thereof.

To sum up: After the job interview, be sure that you follow up courteously and intelligently, no matter what your decision may be.

Above all, take your time and use your brains in deciding.

CHAPTER 20

How to Prepare Résumés and Portfolios

RÉSUMÉS

IT IS OFTEN A GOOD IDEA to enclose a résumé (pronounced ray'-zoo-may') along with your letter of application. This is especially so when you are looking for work in the professional field or some highly skilled or specialized employment.

A résumé is a catalogue of what you have to offer to an employer for a particular job that he is seeking to fill. It should tell him in brief form what work you have done, what training and education you have had, personal facts about yourself, what work you can do, and the type of work you are interested in. Prepare your résumé carefully—this is your plan of attack as you put on a campaign for a job. Your résumé must sell "you" to the prospective employer. He must see in your résumé how you will help him in his problems and needs.

In preparing your résumé, follow the rules outlined in the chapter about letters of application (Chapter Eighteen). Be concise. Stick to the facts. Remember, the employer is interested in finding out all he can about your qualifications for the job in as short a time as possible. Present your facts in a down-to-earth, straightfor-

ward fashion, in the clipped style you might use when writing a telegram. This is no place for literary flourishes. A résumé is, in effect, a handy map or chart of yourself in terms of your professional or technical life.

Probably in the letter accompanying your résumé you will have stated what sort of work you are looking for, since you have previously found out what the employer's own specialty is. Therefore, in the résumé there does not have to be an opening or a closing, like a letter. It is impersonal and factual, like a timetable or a telephone book. Only it adds up to you.

A résumé ideally should be kept down to a page or two. It should include your name, address, telephone number, marital status and true age. Your complete educational background should be given, with special emphasis on that training having to do with your qualifications for the job you seek. Your jobs should be accurately listed, beginning with the one last held and working back to the earliest. Be sure to state whether your job was or was not supervisory in nature; and whether you have received special awards or distinction.

Remember to include any professional or technical plans in the making, your professional or technical associations or clubs, also specialized hobbies or recreations, all of which will give the employer a chance to round out his picture of you. The whole résumé, in fact, should add up to a complete, detailed, economically drawn self-portrait, easily comprehended at a glance.

Some people include business references in a résumé, others prefer giving them in the accompanying letter or in person. My own feeling is that if your references are top-notch they should be included in your résumé, so as to give the employer a chance to check on you with some of the names—often of people in the field he happens to know or know about—before you even come in the door.

Again I would suggest that you make no mention in either letter or résumé of the salary you expect. Wait for the interview. Another tip: Drop no hint, in any way, shape or form, of criticism of your former employers.

Have each résumé individually typed or processed, as suggested

in Chapter Eighteen. Printed or mimeographed résumés make a poor impression. Check through each copy when it is completed in draft form, and eliminate all unnecessary material. Your reader is a busy man. He will appreciate your efforts to save his time and will give his complete attention to a skillfully devised résumé.

The following is an example to serve as a guide:

RÉSUMÉ

Alice Carter
1639 North Eightieth Street
Allison, Pennsylvania

DATE _____
PHONE NO. _____

OBJECTIVE:

Office Manager.

LOCATION DESIRED:

Allison, Pennsylvania—but willing to relocate.

QUALIFICATIONS FOR WORK:

Fifteen years of experience in the field of office and personnel management. Installed numerous office systems and have set up office procedures. My work covered machine accounting, credit, personnel and payroll.

EXPERIENCE:

1955-1960 Allison Paper Company, Allison, Pennsylvania

Served as office manager. Reorganized office and reduced staff by 20 per cent. Developed new procedures and reorganized the office layout. Created training programs. Installed new filing system. Worked closely with the sales department in setting up new statistical data for that department. Effected numerous cost-saving programs through time studies and work simplification plans.

1951-1955 All State Manufacturing Company, Pittsburgh, Pennsylvania

Started as employment manager and became personnel director in charge of all employee relations—hiring, screening, interviewing, etc. After two years with this company, I took on the function of office manager and combined personnel work with office management. I also was responsible for the introduction of a new IBM installation for our billing and sales department. My responsibilities covered supervision of personnel, selection and purchase of office

equipment, supervision of credit and collection, installation of office systems, procedures, etc.

1945-1951 *Alexander Distributing Company, Pittsburgh, Pennsylvania*

Started as assistant office manager. My initial responsibilities were concerned with handling credit and collection matters. Subsequently I handled personnel work, including the recruiting and interviewing of personnel, and assisted in the development of training programs for new employees. I worked on inventory control programs, worked on the publication of a house organ, and handled correspondence and contracts.

EDUCATION:

College graduate—University of Pennsylvania, 1945.

Major: Personnel.

Degree: B.A.

Major subjects studied: Office management, personnel, accounting, business organization, management psychology.

SUMMER AND PART-TIME EXPERIENCE:

1941-1945 During the summer vacation periods I worked for the Jones Lumber Company, Watertown, Pennsylvania. My work consisted primarily of assisting the office manager in billing, credit collections, correspondence, etc.

SPECIAL SKILLS:

Typing: 75 words per minute.

Shorthand: 120 words per minute.

Operate Comptometer and Marchant calculating machines.

Operate dictating equipment.

PERSONAL DATA:

Age: 35.

Height: 5' 5½"

Weight: 124 lbs.

Marital Status: Widow.

PERSONAL INTERESTS:

Member of Allison Library Association.

Member of Allison Office Management Association.

Active in Community Fund.

Active in Red Cross.
Choir member of church.

REFERENCES:

Will be gladly submitted upon request.

LETTER TO ACCOMPANY RÉSUMÉ:

1639 North Eightieth Street
Allison, Pennsylvania
March 17, 1961

Mr. Alex Sommer, Vice-President
Allison Electric Company
Allison, Pennsylvania
DEAR MR. SOMMER:

If you are interested in the constant changes that office management is going through, I hope you will find time to read the enclosed résumé of my background in the field.

I think that with the knowledge my fifteen years in office management have given me I could be of use to you at Allison Electric. I have been active in the National Office Management Association and have kept informed of innovations in office equipment.

I will call your secretary next week in the hope that I can arrange an appointment to see you and discuss the various aspects of office management at Allison Electric and whether I might be an addition to your company in that department. I hope that you will find it convenient to see me, and, if so, I look forward to meeting you.

Sincerely yours,
(MRS.) ALICE CARTER

PORTFOLIOS

In certain fields such as advertising and public relations or for any job involving the written word, it is necessary, for the best results, to prepare a "portfolio." This amounts to a selected sampling of what you have accomplished professionally in the past, presented in the manner best calculated to gain attention and appreciation for your achievements.

In mounting your clippings, ad layouts or sketches in a scrapbook, or under cellophane in loose-leaf form, or in whatever way seems "different" and likely to be an attention getter, be extra sure that the work you present is all your own, that none of it is a group effort, even if you have been part of the group. An interested prospective employer would lose interest pretty quickly if he found out that you were sailing under false colors.

I myself have examined many interesting presentations and portfolios by people seeking work with Manpower. The one that seems to me most likely to succeed is that which is carefully and strategically thought out, honest, easy to understand, and set forth with all the hard-hitting impact of a crack sales presentation.

The tone of your portfolio should be exciting, dramatic, original. If you have letters of recommendation or appreciation from former employers, trade associations, civic organizations and the like, be sure to include them.

As I said above, a résumé is like a map or chart of yourself, or a concise self-portrait. On the other hand, a portfolio is an advertisement of your professional or technical powers and accomplishments, a proof of creativeness and originality. Nothing can match the effectiveness of a clever portfolio in helping you land a job.

CHAPTER 21

How to Advance on Your Job

"WE'LL EXPECT YOU at nine o'clock tomorrow morning."

What welcome words to hear after your long search for the right job! Now you've made it—it's in the bag. The world is your oyster.

You go back home and tell your family and get ready for your job. You make sure that the clothes you want to wear are clean and pressed, that your hands are groomed, that you have money

for transportation and lunch. You're set for the big day, and you have that excited feeling deep inside, as you go to bed that night, that the big future you've planned so long is just around the corner.

That's all very well, but there are some pointers to keep in mind to help you make that future become a present reality. Your success on the job, your advancement, your own satisfaction and that of your employer in your work, depend on how you are going to handle yourself there, on the care with which you do your work, on your relationships with your co-workers and your superiors, and other factors we'll discuss later.

You check in, right on time or, in your first eagerness, even a little ahead of time, and the first thing that happens is that everyone overwhelms you with kindness and helpfulness. Your fellow employees show you the ropes—what to expect in the way of coffee breaks, where to eat lunch, who among the executives is "easy" and who is "tough." They will point out the supply closets, the various files, how Mr. Executive expects his buzzer to be answered, the strategic corner on which to stand if you want a seat in the home-bound bus. They think you're great and you think they are, too. That whole first week you are simply bursting with enthusiasm for the organization and its staff.

And then the honeymoon is over.

Comes the day, along about the middle of the second week, when you're no longer new. You're now expected to know your way around and to carry your share of the load. If you ask too many questions, you feel you're being a nuisance. If you hesitate because of uncertainty, you feel stupid. Your fellow workers no longer offer their help; they're too busy. At night you go home exhausted, not because the actual work is any harder, but because you're not sure you're making a go of the job.

Perfectly normal! This is all run of the mill. Now is the time to pull yourself together and in a hard, cool, collected way, over the weekend or some night after supper, try to figure out where the trouble lies. Ask yourself the following questions:

Do I need to brush up on some skill?

Do I need more instruction about my special job?

Do I need help on the entire setup of the organization?

If, after asking yourself these questions, you think you have the answer, the next day you're at work it's up to you to talk things over with your immediate boss. An honest desire to feel at home in a job, to do a good job, to understand your function in the entire system, is nothing to be ashamed of. In fact, any employer respects an employee who not only wants help but knows in what area she needs it. Undoubtedly, such help will be forthcoming and given in such a way that you will not be embarrassed to receive it.

Once these doubts, whatever they may be, are cleared up, you're in the groove. You now have confidence in your own judgment, you feel you belong. You are accepted as "one of the girls," and you even are able to offer a helping hand to a newcomer a month or so after you have been in that position yourself. You know you're doing your job satisfactorily—the foreman said so yesterday—and you're beginning to wonder where you can go from here. After all, you don't want to stay on this level forever. You want to go places and be somebody.

That's all very commendable, but take it easy, don't be in too much of a rush. First prove to the boss that you can do your present job as well as it can be done, blindfolded and with one hand tied behind you. Show him that you carry on with a pleasant attitude, with efficiency and energy. It is a truism to say that the more you put into a job the more you get out of it, but, like all truisms, it is (not surprisingly) true.

If you maintain a constructive point of view and demonstrate that you are improving every day, you will make not only a satisfactory adjustment but one which will evoke the thoughtful interest of the higher-ups. A cheerful and accurate worker, obviously interested in her job, does not grow on every tree.

Remember, your human relations on the job are vital. I have seen many women lose their jobs after a few weeks of technically good performance because they did not display a kindly or co-operative attitude toward their fellow workers. Your behavior toward others counts for or against you, whether it is a question of those on the same level as yourself or of those below or above you. The supervisor with, let's suppose, a slight stammer knows perfectly well who is laughing behind his back and who is sympathetic with

his difficulty. The mailroom clerk will appreciate your having your outgoing mail neatly piled in the correct basket on time for his afternoon round—and especially the smile or the thank-you that you bestow upon him. The boss behind his big streamlined desk is well aware whose is the cheerful voice that answers his phone during his secretary's lunch hour.

Here is a list of fundamental musts if you want to make the most out of your job:

1. Be co-operative. You are part of a team. Show others that you are willing to do your part and they will do theirs. This makes for happy working.
2. Be tactful and courteous to your fellow employees. Even if you're annoyed about something, hold on and count to ten. You'll be glad in the long run that you've kept your emotions under control. If there's something you don't like, don't gripe or grouse over the air waves. Make a constructive suggestion for improvement when the moment seems ripe.
3. If you make a mistake, accept the blame and don't try to rub it off on somebody else.
4. Don't bluff. If you don't know something, find out. Show that you appreciate the help that you get. Avoid apple-polishing your supervisors. This is anathema to other employees.
5. Keep up your appearance, but don't go in for heavy make-up or frills. Be neat and appropriately dressed for the job.
6. Don't borrow money from other employees. Borrowing is one of the quickest ways to lose friends.
7. Don't discuss your personal affairs on the job. It will only make you a victim of office gossip. Conversely, don't indulge in scuttlebutt about fellow workers. The nontalkers get ahead faster.
8. Carry out your assignments on time. Your delay will affect someone else along the line.
9. Be cheerful. No one enjoys working alongside a sourpuss.
10. Don't expect your fellow workers to be perfect. Accept them as they are without criticism, and accentuate their good points. You don't always have to agree with everybody, but you at least can show that you respect the opinion of others. Mutual tolerance is one of the best spark plugs of any organization.

11. Remember, time is precious. Get to work on the dot, observe the rules on coffee breaks, lunch hours and closing time.

12. Stay on an even keel. There are times when you will be under heavy pressure and will feel like blowing your top, but that never helps anyone, least of all yourself. Show that you can take the bad with the good and come up unscathed.

13. Come to work rested. Your employer expects that you will have energy to do a full day's work without showing undue strain. Save your late nights for weekends. This will be best for everyone concerned.

14. Settle down quickly when you start the day. No employer cares to see half an hour wasted on hair fixing, etc., after you've punched that time clock.

15. Confine the use of the telephone to business calls. Should there be a family emergency, that's different, and your employer will understand. Otherwise, hold everything till after you're out of the office.

These are the basic rules for successfully holding a job. Although at home you may have quite a reputation as a character and the life of the party, an office is no place to be either. You are a spoke in the wheel, and how you fit in will make it roll smoothly along.

There are a few fine points about getting ahead on the job that I'd like to pass along to you. Actually, they might be termed the qualities in an employee that the employer most appreciates and on the basis of which he is likely to consider you a candidate for advancement. Here they are:

Give a full day's work, not three quarters or two thirds. You are being paid a full salary for full measure of your time and effort. On balance, it will pay off for you to complete a task that's partly done when your time is officially up rather than to leave it unfinished till tomorrow.

Make no secret of wanting to improve yourself. Learn as much as you can about the company and what part you might play in its growth. If additional study is required for advancement, offer to take the course or courses and follow them to completion.

Be thorough. Nobody is perfect, but if you make a mistake once,

see that you don't make the same one again. Employers will appreciate your keeping errors to a minimum.

If you are in a supervisory position, remember that "Thank you" is open sesame to the people working for you. Compliments and praise where they are due are bound to foster good relationships. All of us like to be appreciated, and encouragement will produce a full measure of better performance.

Be a good listener. Absorb as much information as you can and keep it to yourself. It's sometimes the little pointers that help you get ahead.

Be creative. An employer values imagination and constructive thinking. This might take the form of suggesting short cuts in a manufacturing process, of ways to perform an operation more efficiently or cheaply, of cutting out unnecessary or overlapping steps, of combining your work with that of someone else. Your employer will be interested not only in the suggestions themselves, but also in the fact that you have made them with his best interests in mind.

Try to anticipate your employer's needs. He will appreciate your thoughtfulness.

Be loyal to your company. Your employer expects you to keep his affairs private. Keep what you know of his personal or company business strictly to yourself, and never discuss it either in or out of the office.

If you know that an opening higher up exists or is about to exist and you think you qualify, think it over, make sure that in your opinion you will be able to fill it, and ask for an appointment with your employer. Most companies like to promote from within their own ranks—it encourages people to seek jobs with their organization. When he grants you an interview, have your facts ready; if you have followed the rules as outlined above, your chances will be excellent.

Perhaps, if you've worked in other jobs before, you feel that you already know all the rules for getting along and ahead on the job. But that's an attitude I don't encourage. Instead, I urge you to take a deep breath, turn your thoughts inward and take stock. Every job, every group of fellow workers and every boss are differ-

ent. It never hurts to reorient yourself. Maybe your last job was terminated because you slipped up on one of the rules, and reviewing them now might keep you from making the same mistake.

Keep your eyes on the goal, follow these rules, and you'll get there.

CHAPTER 22

Should You Change Jobs?

DURING A RECENT OFFICE INTERVIEW, Mrs. W., a competent-looking woman in her mid-thirties, said to me, "There's no doubt in my mind, I've got to change my job."

When I asked her why, she replied, "I feel I'm in a rut. There's no future for me where I am."

Obviously, she was convinced that it was "time for a change" and she was trying her best to get me to agree. But, as I always do when confronted with such a situation, I probed beneath the surface of her answers, and the more I found out, the surer I was that under the circumstances she would be much better off adjusting to her present job than trying to find a new one. She was the mother of three children, the youngest of whom was only seven, and her present part-time work, though not bringing in a fortune in salary and, by the look of it, not capable of much advancement, did make it possible for her to be home by the time her youngest arrived home from school. Her chief complaint, apart from not getting a salary raise, was that the supervisor didn't like her. This, I found out, was based on one small incident which her imagination had blown up out of all proportion. A telephone call from me fixed that in three minutes. Mrs. W. is still with her old job, and happy about it. Yet a couple of months ago she was all set to walk out.

What makes people so sure that some other position would offer

more than the one they hold? I suppose it is a human characteristic to feel that "the grass is always greener. . . ."

By and large, my usual advice is to keep your present job if you are making satisfactory progress and are deriving personal satisfaction from the work. I have seen many people trade the known for the unknown and quickly regret it. Keep in mind, particularly as you get older, that it becomes increasingly difficult to obtain a new position. The one that you have decided to give up may well have more advantages for you than the one you can land; for instance, you may have earned seniority and pension benefits. If you have security where you are, this is not to be taken lightly. You must ask yourself, no holds barred, "What will a new job assure me that I do not have in this one?"

Before making a change it might be well to arrange for a conference with a professional vocational-guidance counselor. He or she can help you to analyze the pros and cons. But before you do this, ask yourself the following questions:

1. Are my earnings satisfactory?
(Compare your present earnings with what you have *definitely* found out you can make on another job. Keep in mind that earnings are not the sole criteria. Check the fringe benefits of old job and new; these consist of holiday pay, hospitalization insurance, life insurance, sick pay, vacation pay, bonuses, profit sharing, pensions and health insurance.)
2. Where will I have the greater security?
(You know today what your future is likely to be where you are now. Can your new job match this?)
3. What is my relationship to my employer?
(If you are well accepted and have the confidence of your present employer, this is a substantial advantage. If you change jobs you will have to work to win the confidence of your new employer.)
4. What is my opportunity for advancement?
(Does the new job offer you greater or lesser?)
5. Is the management progressive?
(You might find that the jobs available to you will be with companies that are not as forward-looking as the one you are working for, and therefore your own progress might be limited by the change-over.)
6. Do I like my co-workers?

(If you change, you will have to adjust to an entirely new group of people. Is it worth the risk?)

I have found that many people who have grown unhappy with their jobs start to look around for new ones without discussing their state of mind with their present employers. This is a mistake. If you have been a satisfactory worker, your present employer can and will smooth your path, remove obstacles, clear up misunderstandings. He is eager to hold on to you if he can. You represent an investment; also, turnover is not good for employee (or employer) morale. So talk to him frankly about your present dissatisfaction and your ambitions. I can almost guarantee that he will be sympathetic and will try to keep you, and keep you happy.

Often the solution is a switch-over to a different job within the company, or the same job with a new supervisor, or a transfer to another unit. Before you make a final break, see what your company will do for you.

Sometimes, however, your old company, the ABC, really has nothing to offer. You know for sure that the XYZ Corporation has a spot open and that it's for you. A friend of yours who works there has tipped you off. There's a built-in raise in six months, and a promotion job if you make good in a year. So you tell all this to the employment manager of ABC, thank him for his kindness, tell him about your big chance and give him two weeks' notice. He certainly won't stand in your way if he realizes that the other organization is offering you a real chance. At the same time, if things shouldn't work out at XYZ, you've left the door open to return, since he's said he's on your side.

Be co-operative about helping to train your replacement, if you are asked. Leave your work cleaned up and your desk in order. Say goodbye in a heads-up, civilized fashion. If you feel that you are truly taking a step forward, and if you have behaved with straightforwardness and fairness to the company you are leaving, you need have no guilty feelings or regrets. And nobody, from the big boss himself to the lowliest office boy, will wish you anything but the best.

CHAPTER 23

A Gallery of Outstanding
Successes

WOMEN AS EXECUTIVES fall into two main groups, according to Claire Trieb Slote in an article in *Dun's Review* in December 1958: (1) those who get their jobs because they are women in such strictly women's fields as fashion, cosmetics, food or home products, or as liaison officers between the business world of men and women consumers and stockholders; and (2) those who get their jobs in spite of being women. Prime example of this is the late General Marshall's remark on his appointment of Anna M. Rosenberg as Assistant Secretary of Defense: "This is either a stroke of genius or the greatest boner I have ever pulled." It was no boner!

When I began assembling material for this book, I sent out this questionnaire:

1. What are the chief factors that contributed to your success in your field?
2. How do you appraise the opportunities in your field?
3. What is your advice to young women interested in entering your field?
4. What is your advice to older women interested in entering your field?
5. In what way, if any, do you think women are discriminated against in your field?
6. What are the satisfactions, economic and otherwise, which your career has brought you?
7. What is your reaction to such statements as "A married woman's place is in the home" and "The children in homes where both parents work are neglected and likely to become delinquent"?

The interesting and inspiring biographical sketches which follow are for the most part based on the answers to these questions.

On page 18 of this book, you will find a reference to the life and remarkable accomplishments of *Lillian M. Gilbreth*, one of America's great woman pioneers in industry, who is known through her writing to millions of her countrymen. It seems appropriate to lead off with her answers to the above questions. They are characteristically brief and to the point:

1. Hard work, support of my family and friends, desire to further my husband's lifelong projects.
2. Excellent.
3. Check on your interest, your capacity, your willingness to work hard!
4. Be prepared for a long, rigid training, or to assist someone who has had it.
5. Men are still preferred for many jobs, though women are getting more and more opportunities to hold challenging positions.
6. Satisfactory economic returns, gratifying approval of the family.
7. "What makes you think so?"

Eleanor Keefe Barton, whose nom de plume is *Polly Piedmont*, is the first woman editor of the *Greenville, South Carolina, Piedmont*, has been a newspaperwoman all her adult life and believes strongly that children enjoy many advantages "when there are two pay checks coming in." She is enthusiastic about newspaper work, and finds many satisfactions in her work, especially the promotion of worth-while causes. She writes, "My advice to young women entering the field of journalism is to learn everything they can about everything and to stay out of it if they don't like people."

Marion Holden Bemis is space director of public relations for *Cranbrook Institutions*, a cultural center in *Bloomfield Hills, Michigan*. When out of college only a year, she had the offer of two jobs—one as a teacher, for which she had trained, the other as secretary to the editor of the *Detroit Free Press*. She chose the latter and in a few months was on the Sunday staff. Though the pay was small, it was

fun "beyond my wildest dreams." This set the pattern for her future choices—she has always been influenced by the intrinsic interest of the work rather than by salary. She writes:

The writing, editing and publicity jobs I have held since the Free Press experience have all been centered on something in which I believed, which made them easy as well as interesting. I have enjoyed them all and have grown, I hope, in each one. My present job contains all the scope and opportunity I can take advantage of, and freedom to develop it.

To young women entering the writing field, she has this advice:

Get a job on a newspaper—any newspaper; make friends and keep them; work hard and keep some of your youthful excitement about people and life; learn as you go, but never lose enthusiasm; keep out of ruts, and when job monotony begins to get you, look around for a more challenging job in the writing field, which can include publicizing and promoting a cause or an institution, or even a person in whom you believe.

Irene Bender, publicity representative for the large and influential Associated Merchandising Corporation, which represents many department stores both in this country and abroad, got her start thirty years ago as a stenographer in the company pool. Promoted to secretary in the publicity division, she is now in a position which is creatively engaged in promoting special events for the member stores. She writes:

Whatever small progress I've made in my career is due primarily to being interested in everything going on the world over. I have personal subscriptions to a vast number of magazines and all the New York City newspapers. I try constantly to see all the exhibits going on in New York—art and trade. I believe that the only way to keep moving along is to keep informed, and that's the most valuable clue I can contribute for those seeking stardom in their professions.

Mrs. Vera Berney has been the women's personnel supervisor of the Crown Zellerbach Corporation, manufacturers of pulp and paper products, in Camas, Washington, since 1941. At that time the mill employed about 2,200 people, 500 of them women. She had origi-

nally been a high-school teacher in Camas, then dean of girls, and had had no idea of going into industry until the job was offered to her one day by the father of one of her school advisees, a crippled girl whom she had helped. Before Mrs. Berney "tried out" the newly created job there had been a man supervisor who did not feel able to handle the women's problems. The job, which was "temporary," has lasted till now and has expanded to include not only supervising women but the responsibility for the service records of all 2,700 employees, the administration of the program for selection and placement of employees and supervision of many of their services; she is also assistant in public relations.

For those interested in entering personnel work she has this advice:

Get all the education you can and be prepared to start at the bottom. Courses in psychology, education and business administration are exceptionally useful. Any education you get is apt to be put to work in the personnel field because of its variety of activities.

Every girl who has her eyes on personnel goals should be an excellent stenographer. Practically every woman I know has entered the personnel field by way of a stenographic job in the general office or personnel department. While this may be discouraging, her superior education should help her to advance more rapidly toward her goal.

Norma Blodgett, with the title of administrative assistant to the Child Welfare League of America, Inc., the only national federation of public and private child-care agencies, got her start as a stenographer, after a high-school commercial course, advancing during seven years to secretarial positions. For thirteen years, until her two children were through high school, she spent the most part of her time at home keeping her skills alive by using them in volunteer church and community work. In 1943, during the war, she went back to work full time, this time with a social-work agency, a field that so greatly appealed to her that she decided to remain there.

She recommends social work as a field for the woman who counts being "happy on the job" as of prime importance—a happiness that derives from personal relationships in the office, extra benefits such as longer vacations and flexibility as regards time off, and the aware-

ness that one's daily work is helping others. Although she herself waited to return to work till her children were grown, she believes that in many instances part-time or temporary work, while the children are younger, provides the ideal solution for "the married woman who for economic or psychological reasons needs to work outside the home."

Jean K. Boek, who has a Ph.D. in social anthropology, is research director of the New York State Division for Youth in Albany, New York. She always expected to go to college, and in the New Jersey College for Women (now Douglass College of Rutgers University) study took precedence over social life. In her Sophomore year she transferred to Cornell University, where she graduated, got married, worked a short while, and decided to go on for an M.A. in educational guidance and psychology. Then, after some time working as instructor at Michigan State, she went on to take her doctorate and to raise two children. All the above entailed constant hard work, always with a goal in view.

Her satisfactions in her work are varied. Among them she cites: "I feel that I am a competent scientist, respected in the field, and able to make a living if anything happens to my husband."

Her advice to young women entering the research field is that "self-discipline and constant attention to the study or work that has to be done is the main path to completing a degree or advancing in a profession. Social skills help, but the quality of term papers, research designs, and ability to finish the job count for a great deal more."

Bee Bush, vice-president of the Valley National Bank in Phoenix, Arizona, had been married fifteen years in 1936, when her husband, a lumberman, died suddenly. Everything was lost. There was no insurance, and Mrs. Bush, who had thought a woman's work "should be limited to keeping an attractive home, baking an apple pie and taking care of the baby," had to earn a living for her small son and herself. She knew she had to have some skill to offer, so she used her remaining cash for tuition in a business college, where she learned how to be an "acceptable" stenographer. When a job in

the bank came along, she was reluctant to take it, afraid she'd be bored by papers and figures, but accepted employment as secretary to the cashier, who was in charge of personnel and operations. A psychology major in college, she was equipped to deal with people, and during World War II she began hiring some herself. A shortage of help led her into many other bank jobs until she reached her present management level. She is the first woman vice-president of a bank in Arizona. She has had the satisfaction of seeing other women accepted as bank executives. There are now 26 of them in the Valley National Bank.

She advises women entering the banking field to

have some skill or skills to offer before applying for work. The high schools, business colleges, adult education classes offer courses by day or night in accounting, office practices, typing, bookkeeping and shorthand. A banking career offers much prestige, good working conditions, fringe benefits, salaries comparable with the area, training in the field of one's choice.

In the banking system, 70 per cent of the women are married. Mrs. Bush has come to believe that most of the working wives, mothers and widows with children at home are to a large extent better mothers and wives than many of the unemployed housewives. They learn to regulate the routines. Their lives become well organized, with something fresh and new brought home each night to the husband and the children.

Jacqueline Cochran, as everyone knows, is not only the foremost of America's, if not the world's, women flyers, but the owner of a large and successful cosmetic industry. She writes:

I am of the opinion that no one can help another person to successful employment by trying to write down a formula. I feel that business success depends upon many factors—most important of all, good training and a deep interest in what one chooses to do. The prime ingredient is simply the God-given intellect with which a person is fortunate to be endowed. If I were to write you pages of advice, I could not be more helpful than this.

Her autobiography, *The Stars at Noon*, published by Little, Brown and Company, sets forth the details of her career and her fundamental beliefs.

Elsa Conners is responsible for the famous "hospitality program" of Higbee's, a large department store in Cleveland, Ohio. This is a public-relations job, but with a difference. In the first place, she wasn't looking for a job when she went into Higbee's twenty years ago, but for a newspaper feature story—which she never got. Instead, she was interviewed by the store executives in regard to how more people like herself could be induced to shop at Higbee's. Her answers made so much sense that she was hired on the spot to put into effect the idea she had come up with—a hospitality center on the tenth floor where Clevelanders and their out-of-town guests hold card parties, lectures, plays, exhibits and classes in almost anything you can think of. Hundreds of thousands of people a year use its facilities—and (not incidentally) feel appreciative and friendly toward Higbee's. The idea of Elsa Conners, columnist and now public-relations director of Higbee's, certainly has paid wonderful dividends to everyone involved.

Mrs. Florence Eiseman of Milwaukee, whose designs for girls and small boys are the ultimate in children's fashion, turned a practical hobby into a successful business when she was past 40. After making her own clothes and baby gifts for many years, she and her husband decided to try making them commercially. By building a reputation for wearable, durable clothes that help a child look his best, she has seen the business expand from home production to a full-scale manufacturing and sales effort with a new line four times a year. Her obvious talent for knowing what looks right in fabric and color combinations, along with an insistence on the highest standards of workmanship and quality materials, have brought her name into the finest stores in the United States. After adding playwear, swimclothes and knit sportswear in the past few years, it is known that the best-dressed children at parties, school and play are wearing Florence Eiseman.

In 1955, Mrs. Eiseman received the Neiman Marcus Award for

"Distinguished Service in the Field of Fashion" at the store's annual Exposition in Dallas, Texas.

Mrs. Margaret S. Gordon is associate director of the Institute of Industrial Relations at the University of California in Berkeley. Before her marriage she had completed work for a Ph.D. in economics; after her marriage (to an economist), although she chose to stay home while her children were small, she kept abreast of developments in her field.

In this field, economics, women seem to have made the greatest progress in government positions. Mrs. Gordon writes:

There is no doubt that a woman encounters resistance in economics in the academic world, and there are relatively few well-known female economists in academic positions. There are also opportunities for women in industry, particularly in the personnel field, but this usually calls for training in business administration rather than in the more academic type of economics.

Her own specialty, industrial relations, is, generally speaking, a man's field. There are, for example, very few women in the field of labor arbitration. A woman must be unusually competent to gain a position of responsibility, and she must be prepared to devote unusual effort to keeping abreast of new developments.

Mrs. Gordon's advice to young women is:

There is no substitute for good training. Although it is possible to get some types of job in industry and government with no more than a bachelor's degree, a young woman who has an M.A. will qualify for a far better job and will get farther in the long run, while a woman with a Ph.D. is just that much better off.

Beatrice A. Hicks is president of the Newark Controls Company in Bloomfield, New Jersey. She trained to be an engineer and later had the opportunity to practice first engineering and then general administration over a long period of time so as to build a solid experience background.

She feels that "opportunities in engineering and science are well publicized and promise to offer almost an infinite number of frontiers on which one may work." She adds:

New opportunities for women in engineering are opening constantly. They include research, design, development, production and sales for new products and new projects. If you enjoy and succeed in your scientific subjects, consider engineering as a profession where this ability is needed and where it will bring you satisfaction in your work. . . .

Women are seldom discriminated against. There is such a great need for competent technical talent and the number of positions open are so many that there is no reason to be concerned with those few organizations where discrimination exists.

Her own satisfactions, she says, are "a full life in all ways, the chance to do the kind of work I have abilities in, recognition for this work, liberal financial returns."

Marie Kiefer is the executive director of the National Association of Retail Grocers, with headquarters in Chicago. After taking a business course in school she had three years of nurse's training, but for financial reasons she put the business course to use. Her job was with a lettershop which was doing some work for what is now her own organization. Because she was "intrigued" by the material she had been working on, she accepted the offer of a job with the N.A.R.G., where she advanced to the job of secretary to the executive officer, and from that to her present position. The rewards in her job are great, she says, because she is able to render service to so many (70,000 members) across the country who look to the association for all sorts of information and guidance.

She writes:

My best advice to young women interested in any business field, especially ours, would be to make her work her primary concern and not have a lot of outside activity to be time-consuming in both actual work and thought. To be a success and to grow into an executive position does not result from being on the job *only* from nine to five. If I were to go into any kind of new activity today I would make it my business to study everything relating to my job, and then as I saw a spot where I wanted to be within the organization I would work toward that end. A job as secretary to a responsible executive within an association can lead to another executive assignment, because no association can expand its services these days without creating more and more opportunities for major executives.

Mrs. Marie Kirkland-Casgrain is a practicing attorney in Montreal, and so is her husband. They met while opposing each other in court. Married five years, they now have three preschool children who are looked after by a housekeeper during the day while their mother conducts her legal business in her convertible dining-room-office. She does not consider the fact that she is a woman a drawback in her career. Most women do not go to court to plead cases; rather, they prefer corporation work. Not Mrs. Kirkland-Casgrain. She handles cases for many kinds of individuals in her district, Ville St. Pierre, Montreal, and since many of them work during the day, she holds office hours for them two evenings a week. This has curtailed her social life for the most part, but it is the sacrifice she has chosen to make. She and her husband, she says, get along well together. They are too tired to quarrel after settling the arguments of clients.

Frances C. Knight is director of the Passport Office of the Department of State in Washington, D.C. She was born in Newport, Rhode Island, and attended schools abroad and in New York City, where she studied journalism. She has been a Federal career employee since 1936, passing the civil-service examination for information specialist at a rating of 98. She has traveled widely in thirty-four foreign countries and all the states in the Union and speaks French, German and Czechoslovak. Under her direction, the complexities of the Passport Office, which used to cause much delay and frazzled nerves, now are efficiently streamlined. Result: quicker and more humanized service to passport applicants.

She feels that a government career woman who comes up the ladder the hard way, through experience and merit, seldom participates in policy making because of the barriers of prejudice set up by men. To survive, she must be better than they are.

For young women entering government service, she has this advice:

I strongly believe that any job worth doing is worth doing well. That means getting into it with curiosity, enthusiasm and initiative. When these characteristics are not appreciated, I believe changing jobs is in order. In my opinion it is very important for young people to develop a

pride of accomplishment, regardless of whether it is filing, typing, research or economic work or the hundreds of other categories in which they could be engaged. Attention to detail cannot be overemphasized. Nor can the development of self-confidence that comes from the knowledge that a job has been done to the best of one's ability.

Everybody knows the name of Mary Margaret McBride, beloved radio commentator on everything and anything of interest to women. Trained as a reporter, she worked hard to attain her place in the radio world. She tells those women with ambitions to become radio personalities to "study languages, history, psychology and philosophy, to believe in hard work and honest dealings. Women are still discriminated against, because men still hold the key jobs. I think older women had better look elsewhere."

Eleanor McMillen is executive director of the famous The Fashion Group, Inc., in New York, which reports and influences fashion trends all over the country. She was trained to be a schoolteacher and had several years' experience, but was not particularly happy in this life. An interest in clothes brought the decision to go into retailing, and so she went to the New York University School of Retailing, which gave her a recommendation to an executive-training squad—a group that learns by doing, all over a department store. She tried to learn all about her own job and the jobs around her, and found that when she did a good job she got recognition for it. For those interested in a fashion career, she gives this advice: "Get as good a background culturally and educationally as possible, and work as hard as possible."

Shirley McWilliams is advertising and promotion director of Rose Marie Reid, manufacturer of women's swimsuits in Los Angeles, California. Her career is a splendid example of the step-by-step rise to an executive job. Starting at nineteen in a temporary capacity while still at school, she has stayed with the same organization, rising from order clerk to secretary to showroom assistant to office manager to assistant in sales promotion and ultimately to her present position, which she has held for five years. A graduate of U.C.L.A. with a degree in theater arts, she was without commercial

or advertising training, deficiencies she has corrected through evening and correspondence courses over the years. However, her training in writing, literature and foreign languages has proved most helpful, and she recommends a background in these, or any other stimulating "idea" courses, for those interested in advertising careers. "I believe strongly," she says, "in the value of a well-rounded academic background—even, if necessary, at the expense of more seemingly relative instruction. Experience is soon a marvelous substitute for the latter."

Although she had no typing and shorthand to start with, she strongly recommends them as a way to advance more rapidly.

Among the many satisfactions her work has brought her is the opportunity to travel—to New York four or five times a year, and as far afield as Brazil, Australia and New Zealand.

Among her interesting comments are those on what she looks for in interviewing job applicants:

I am particularly interested in the degree of enthusiasm they register in the course of an interview, along with their apparent eagerness to examine the challenge which the job offers, rather than the wages, hours and fringe benefits alone. Experience is, of course, of interest, but I would rather take a chance on someone without direct experience but with enthusiasm, vitality and an obvious desire to work, contribute and advance than on someone who lacked these qualities but offered years of impressive experience under a veneer of boredom or disinterest.

Mrs. Gertrude Michelson, personnel administrator at Macy's department store in New York City and specialist in labor relations, is quoted elsewhere in this book. She writes:

The opportunities in the personnel field for women, particularly in retailing or any of the service industries and possibly even in light manufacturing, are good. Opportunities in industrial relations as a specialty are less abundant for women, primarily because it is still predominantly a man's field and because the emotional pressures and unpredictable hours in some instances present a problem to many women in reconciling home or social life to the working situation.

To young and older women alike interested in the field of personnel, I would recommend that, if there is no direct opportunity available in

the personnel function in a particular company or industry, they avail themselves of any first-line supervisory responsibility and experience, since it is invaluable background for work in the personnel field.

You asked in what way, if any, I believe women are discriminated against in my field. As I mentioned earlier, I think the opportunities are abundant for women in personnel work and I do not believe it is discrimination based on the sex difference with respect to labor relations work but; rather, certain elements in the work itself that are somewhat limiting factors. For example, in the labor relations field, so many of the unions that companies deal with are represented by men only and there is not always unqualified acceptance by labor representatives of women in a collective-bargaining situation. Then, too, there are the physical problems of long, unpredictable hours from time to time in this work which may be contributing problems.

Aside from adequate remuneration, the chief satisfactions in my work are the mental stimulus and the feeling of accomplishment that one obtains in any problem-solving situation. The work is dynamic and non-repetitive and gives a wide scope for imagination and creative thinking.

Mrs. Phyllis H. Moehrle is manager of publications and services of the National Association of Manufacturers' industrial-relations division. Despite a college career directed toward vocational counseling, she felt that secretarial skill offered a quicker entrée into the business world and took a six-week course leading to her first job. This was followed by marriage and a brief retirement, but World War II found her in a large aircraft plant, in the brand-new field of labor relations. In this, as a secretary and research assistant, she was sent on loan to various plants in matters affecting the whole industry. One of her Washington contacts led to her present job, which offers tremendous variety in addressing groups of all sorts on her subject.

She offers some interesting observations on career planning:

1. Education background, special courses, etc., are not nearly as important to self-development as working closely with an able person. It is wisely said that 90 per cent of a person's growth is the result of his day-to-day work experience. Only when you can learn from your chief are you moving ahead. When your superior knows how to think and is creative about his work some of this is bound to rub off on you. If you

don't respect your supervisor's mind, my advice is to move elsewhere. You are daily reacting to your job climate. If it's challenging, you'll grow. If it's stultifying, you'll shrink.

2. "Ground floor" jobs (newly established jobs where you can carve out your own destiny) represent a special challenge. So do jobs in new industries. There are going to be plenty of both in this exploding economy.

We are moving along so rapidly as a nation that the changes astound even the most seasoned observers. In 1956, thirteen of the most highly automatic plants in the country were cited by the Harvard Business School as marvels of efficiency. Today, not one of them is regarded as outstanding in any way.

Since business is a dynamic system in which change is the one element which endures from year to year, there is a premium on flexibility. The ability to adapt oneself and to discipline oneself are two of the most desired qualities in employees today.

Another important point: The woman who has developed her spiritual resources is not only apt to be better adjusted in a materialistic world (because she has purpose and perspective), but she has the third dimension which equips her to meet the hammer blows along the way.

Margaret E. Moore is director of personnel studies, in the Office of Industrial Relations of the U.S. Navy. In the military style, she has listed her answers to our questions so succinctly that we quote them in part below:

1. What are the chief factors that contributed to your success in your field?

Degree in mathematics from an accredited liberal-arts college, plus graduate work in statistics and pertinent program areas at accredited colleges.

Flexibility—willingness to change program area; went from livestock and wool production to Army ordnance ammunition to naval aircraft logistics to civilian personnel administration.

Mobility—willingness to transfer within and between government agencies and to change geographical locations.

Good health, stamina, enthusiasm, persistence.

Good grooming and aiming always to dress well and pleasingly to my male counterparts.

Ability to think objectively.

TO DO A LITTLE BIT MORE, including hard work, taking more training programs, participating in more professional meetings.

Genuine liking for people.

2. *How do you appraise the opportunities in your field?*

Good.

3. *What is your advice to young women interested in entering your field?*

Secure at least a B.A. and if possible an M.A. degree in mathematics or statistics, with courses in electronic-data processing at an accredited liberal-arts college.

By all means, learn to take care of your health—you'll need it.

Develop flexibility; if possible, mobility.

Dress well and pleasingly.

When you start working, take advantage of all management-offered training and if necessary pay for some or all yourself. One must be alert to new developments in one's field.

Join and participate in your kindred professional organizations, both mathematical and statistical, as well as program area, as personnel association, research and development groups.

Learn as much as possible about organization and management; inevitably one passes into and through supervisory positions to become an executive.

4. *What is your advice to older women interested in entering your field?*

By all means learn to take care of your health. The going is rough at times, pressures build up and good mental and physical health is a must.

By all means take advantage of any educational courses offered on the job. If necessary, pay for off-the-job training yourself.

Be active in professional associations—broadens one's outlook and adds to on-the-job understanding.

Keep dressing well and pleasingly.

On the job, keep the intellect in control rather than the emotions.

5. *In what way, if any, do you think women are discriminated against in your field?*

From "Statement of Personnel Policy for Civilian Personnel in the Department of Defense," dated May 14, 1958: "The following principles will guide the conduct of human relations in the Department of Defense: There shall be no discrimination because of race, sex, color,

religion, national origin, lawful political affiliations, or physical handicap."

6. *What are the satisfactions, economic and otherwise, which your career has brought you?*

Professionally: Many wonderful friends in the fields of statistics, personnel, quality control, automation—and, through this friendship and participation in meetings, a broadening outlook on my job and life in general.

Financially: Good pay enabled me to buy a house, enjoy the pleasures of living in a nice community, meeting fine neighbors and entertaining my friends.

Socially: See professionally.

Travel: Have seen much of the U.S.A. due to membership on field advisory and inspection teams.

Education: Have been most fortunate, as the Department of the Navy believes in training. Have had courses at the National Training Laboratory in group dynamics at Bethel, Maine; courses in IBM, 705, R.C.A. Bizmac and electronic-data processing for management, American Management Association, etc.

Justine Wise Polier is a justice of the Court of Domestic Relations in New York City. A law graduate of Yale University and, like her famous father, Rabbi Stephen S. Wise, a dedicated humanitarian of wide and significant attainments, she has maintained her home, brought up a family, and never has ceased working and writing for the causes she believes in. In December of 1948 she was named "Woman of the Month" by the American Women's Association. She is a living testimonial to the fact that a woman of accomplishment and high purpose can succeed in a "man's field."

Ivy Baker Priest was Treasurer of the United States in the Eisenhower administration. A native of Utah, she became a worker for the Republican organization in the state, rose to be the Republican national committeewoman for Utah in 1944 and assistant to the chairman of the Republican National Committee in 1952 and, in 1953, attained her Treasurer's position.

Without formal financial training herself, she advises young women to go to college and prepare themselves for the field of

employment they choose. She writes, "Opportunities are present in any field. We are limited only by our will to succeed."

As to satisfaction in her work, she writes:

"Aside from the economic considerations, I have had the opportunity to do what I like most—meet and talk with people all over the United States and in several foreign countries. I feel that public service is a privilege and I have been greatly rewarded by the confidence and trust placed in me to serve our country."

Although free-lance writing is a favorite diversion for women with time on their hands and a lifelong yen to see their names in print, the lightning does not strike too often. Now and then it happens, and there is a headline like this: "Housewife, Mother of Five, Wins First Prize for Novel on Civil War." The late, great *Mary Roberts Rinehart*, author of numerous mystery and other novels, was trained professionally as a nurse. With a family to look after when adversity struck, she tried her hand at writing, and the rest is history.

The name of *Helena Rubinstein* is synonymous with the glamorous world of the beauty industry. In private life the Princess Gourielli, she has long been famous as head of one of the oldest and largest firms of its kind in the world, is a mother and grandmother and has a renowned collection of paintings in her fabulous homes on both sides of the Atlantic.

She attributes her success in her chosen field to "hard work, good people to work with, and a constant interest in scientific developments in the field of cosmetology." The cosmetic field, she writes, offers limitless opportunities for people with imagination, willing to work hard. It is a huge industry which is constantly evolving and growing, and for this reason there is always a need for new talent. A young woman must decide first of all what branch to specialize in, then learn all the other branches. The highly competitive nature of the business requires "people who are really on their toes."

Once a pioneer in her field, she has had the satisfaction of seeing cosmetology grow into a scientific contribution and necessity to

women everywhere. She herself has found time for her business and her family. "It is a question of individual temperament," she says.

Margaret Rudkin, founder of Pepperidge Farm, Inc., whose product is quality baked goods, went into business in a certain sense by accident. One of her three sons suffered from asthma, and Mrs. Rudkin, whose premarriage business experience had been in banking and finance, thought that a special diet might help him. From that first loaf of bread, made from wholewheat flour, ground in an old stone gristmill and mixed with fresh country products and baked in her home kitchen, has grown a business that bakes over a million loaves a week and has plants in three states. She attributes her tremendous success primarily to hard work, good luck and the high quality of her product, which appeals to the quality-conscious buyer.

The food field, she believes, is a favorable one for women—no discrimination here—and she recommends careers as home economists for women.

Her work has produced in her a gratifying sense of personal self-reliance as a result of the success of ideas she has carried through. Much of this, she believes, has been due to the extraordinary co-operation and helpfulness of the people she has worked with, especially her employees and those individuals who in concrete ways made it possible for her to get a good start.

Hers is a most impressive example of what can happen from a small, home-based enterprise.

Hope Skillman is a leader in the field of textiles and head of her own corporation. She also heads up the Fashion Group, which consists of 3,300 executive women actively engaged in the field of fashion, has twenty-nine branches in the United States, Paris and Canada, and is concerned with the exchange of fashion information with professionals, the development of good taste and the training of younger women in the field. In a recent talk before the annual meeting of the National Business and Professional Women's Clubs in Washington, D. C., she spoke on the topic "What's Ahead for

Women Who Work?"—a question she is highly qualified to answer. Her first answer is simply, "More work. Because a busy woman is a happy woman. A happy person is a productive one, realizing her abilities, using all her mental equipment and her bouncing health and therefore no candidate for the psychiatrist, the tranquilizer or the phony cult."

She says further:

The next decade with its many new opportunities is wide open to the girls. As the boys get snatched up by big corporations and at twenty-one worry about holidays, retirement and social security, the ball of free enterprise is tossed to the girls. Let them start the small businesses, develop their own ideas, take the chances that the organization man will not take: Out of this chance comes the true security that lies in personal accomplishment.

It is Hope Skillman's experience that, like herself, other career women can and do participate in community work and also continue their education. She herself has been taking one or two courses a semester at New York University for the last three years.

Mrs. Hattie H. Smith was until recently assistant commissioner of the Massachusetts Department of Labor and Industries and was administrator of the divisions of Minimum Wage and Employment for the Aging. On the job since 1940, she has seen the minimum wage in Massachusetts rise from fifteen cents to a dollar an hour. She had trained as a secretary before her marriage, and she found business training of tremendous value for an administrator. Her very active life as a volunteer worker in women's clubs, Camp-fire Girls, the PTA and political organizations, plus membership in the Massachusetts Consumers' League and the League of Women Voters, gave her experience in the laws governing women and minors, brought her into contact with many people and taught her how to get along with them.

Believing that for the most part women do better to stay home when their children are small, she feels that

careful training and discipline and love given in the early years are assets later. If good standards are required and expected of children and the economic need is explained, if there is one, they will co-operate and do their part at home. My husband and three children were very proud of my accomplishments both as a civic leader and later as a public official. . . . Now that my children are married, with children of their own, they too are doing their share in civic affairs in their respective communities.

Now, at sixty-five plus, Mrs. Smith is "readjusting to the relaxation of being a housewife" and has already taken on some volunteer work in addition to giving time to her avocation of organized camping.

For young women interested in entering government or labor, she suggests a liberal-arts education with specialization in economics and/or social work. For both young and old, she writes, "it is important to have some experience in civic and political affairs in the community."

Since Mrs. Rebecca H. Sparling received her master's degree in chemistry from Vanderbilt University in Nashville, Tennessee, in the 1930s, she has been in the engineering field. The day after graduation found her on the bus headed for Birmingham, Alabama, and a job with the American Cast Iron Pipe Company. One of her assets was a good reading knowledge of technical French and German. With a dictionary, she could also cope with Spanish and Portuguese. Since metallurgy was her special field, her early jobs, including a World War II job, were in that field. From 1944 to 1951 she was a staff engineer with Northrop Aircraft and for most of that time was chief materials and process engineer for the Turbodyne Corporation (a subsidiary of Northrop), where she set up and headed the materials and process department and had responsibility for selection, inspection and processing of material for this turboprop engine. From 1951 to the present, she has been a design specialist acting as staff consultant on materials and structures in the engineering department of Convair Pomona-General Dynamics Corporation and has been concerned also with the Aero-

space Industries Association Research and Testing for the missile industry and the government.

Her jobs have brought her, as one might suppose, great creative satisfaction. Her record is immensely impressive, for any engineer, man or woman.

She writes:

My advice to young women entering my field would be to remember on the job that they are engineers, not women. They can and should demand everything due the job—the same pay, the same opportunities, etc., as men. But they should make no demands because of being women. Nor should they ever look for slights, nor feel conscious of being “different.” This is very hard. I imagine any minority group has the same problem, whether colored ballplayers, men nurses or women engineers. There are some people who are prejudiced against minority members; this is a fact which we should face, accept and forget. There are many more people who will lean over backward to help women engineers.

It should be much easier for young women entering the engineering field today than it was thirty years ago, when I started—yet I do not feel that my career was hurt because I am a woman. In many ways, it is a definite asset. There may be four hundred men at a conference, some of them presenting much better papers than mine, yet because I am the only woman, or one of two or three, everyone remembers me and my paper. It helps.

Anna Lord Strauss, distinguished past president of the League of Women Voters of the United States, winner of many awards for outstanding public service, Chairman of the Committee of Correspondence, and former member of the United States delegation to the United Nations General Assembly, as well as active member of numerous other public and private service organizations, attributes her success to “good luck and conscientious work.”

Her field, which is predominantly that of adult education, she feels offers an “excellent opportunity for being of influence in the development of people and their community activity,” but is not on the whole well paid.

She says that there are opportunities in the field for older women skilled in human relations. On the subject of discrimination against women in public affairs, she writes, “I do not think

that people pay much attention to women in public affairs until they have made a personal name for themselves, and even then a man's position is much more influential."

Her own satisfaction in her work has consisted of doing what she considers "is essential to the survival of a free enterprise system where individual initiative counts."

Not every high-powered, high-paid executive has to look the part. Take, for instance, Geraldine Stutz, who could pass for twenty-five and is, at thirty-five, president of Henri Bendel, a fashionable women's specialty shop on Manhattan's exclusive Fifty-seventh Street. Ambitious, while at Mundelein College, to be an actress, she switched to journalism and got her first job as shoe editor of a fashion magazine. From there it was a step to merchandising for a high-fashion shoe company, and when its owner bought Bendel he gave Miss Stutz her big chance to make the store a paying proposition. This she has done, brilliantly and with financial profit. She doesn't feel that looks or age have anything to do with success in business; it's how well you do the job that counts.

Lillian M. Westropp of Cleveland, Ohio, was a judge in the Municipal Court for twenty-five years until her retirement in 1957. She is also a cofounder (with her sister) and the present president of the Women's Savings and Loan Association, which is the fourth largest in Cleveland, the seventh largest in Ohio and in size among the first one hundred of similar institutions in the country.

She was trained as a stenographer, but she yearned to be an actress, working by day as a secretary and attending drama school by night, graduating with high honors. After two years on the stage in New York, she went to California and became secretary to Elizabeth Kenny, the first woman to be admitted to the bar in Los Angeles. It was the latter's inspiration that caused Judge Westropp to study law. She put herself through law school at night while working as a secretary during the day, opening her own office in 1916. She became active in Democratic politics and eventually was appointed and then elected to a judgeship. Her business was organized while she was practicing law. Of her career she

writes, "It has brought me many friendships, honors, economic security and the power to do most of the things I delight in doing . . . sufficient leisure to enjoy the cultural things of life, such as reading, music and travel. I find that I have been well compensated for all the efforts exerted."

She advises young women entering a career "to have a goal and keep walking toward it, to realize that the most valuable gift we have is time and to utilize it. A minute wasted today can never be recovered. If one keeps occupied and working toward a goal, there is no reason to fail."

Harriet Wilensky is sales-promotion manager of Filene's, a leading Boston department store. She attributes her success to the people whose support and encouragement made it possible. The retailing field, she feels, offers unlimited opportunities especially to women.

Among the satisfactions of her job she lists economic rewards as the least. The others are "sustained interest, the chance to work intimately with many prominent individuals, both outside and inside our organization, the satisfactions of being given large responsibilities and the freedom to discharge them."

With young women in mind, she writes about retailing work:

It's the most promising possible field for young women with a career in mind. It's a job that can use all kinds of talents—administrative, creative, mathematical, anything. If she's energetic and ambitious, she will enjoy executive responsibilities at a far earlier age than in most other industries. Retailing is not, however, the place for softies.

Old or young, retailing still offers a broader selection of job opportunities than most industries.

Women are not discriminated against in retailing. They are encouraged, even into the very top position—that of store president.

PART FOUR

A

TREASURY OF
JOB OPPORTUNITIES

Know Your Field

IN THE FOLLOWING SECTION you will find fifty-two fields of employment listed alphabetically and described so as to give you an over-all idea of each field, the qualifications and training you need to enter it, the salary range, the chances for advancement, the special advantages it offers and the sources of further information in case you are interested, and some real-life examples of women who have been successes in their respective fields.

Although fifty-two may seem to you like a great many, actually that number represents only a fraction of the job opportunities open to women today. Women are found in virtually every kind of work, from church architecture to taxi driving, from astronomical engineering to surgery. I am giving you a panorama of the newest and most sought-after types of work for women instead of attempting to present a complete survey, since full coverage would at least triple the size of this book. In *Occupational Outlook Handbook*, a thick volume issued annually by the Bureau of Labor Statistics of the United States Department of Labor, Washington, D.C., hundreds are listed. If you cannot find what you are looking for in the next chapter, I suggest that you write for this handbook, at \$4.25, or consult a copy in your local library. However, a careful reading of the opportunities listed here probably will result in your finding one or two for you that you wish to investigate further.

If there are a few that interest you, read and reread the pages about them to make sure you understand what the jobs involve in terms of yourself, and if you are still convinced you are on the right track, write to the source or sources given for further information. While you are waiting for your pamphlets to arrive, it will

pay you to visit the library and see what you can find there about the fields you are thinking of entering. To be as fully informed as possible when you begin your job hunt will have an effect on two people: yourself and the employer who interviews you. Knowing what you are looking for and the opportunities it holds for you will give you confidence. Your interviewer will be impressed by a person who has had the intelligence and the initiative to do some looking up on her own and knows what a job in his field involves.

This seems to me the appropriate moment to air that perennial question, Does a woman stand a better chance of getting ahead with secretarial training or without it? Any way of getting a foot in the door is advisable, say some. Once a secretary, always a secretary, say others.

As for me, I'm neutral. Success stories of women advancing in business and the professions lead me to the conclusion that intelligence, initiative, the ability to work well with people, creativeness, drive, the courage to take a chance and, often, a lucky break will get a woman there, whether or not she started as a secretary. Everyone has to start somewhere, and a girl who has ambition and the makings of an executive driving her forward probably won't stay behind a typewriter all her life, whereas without the ambition and the drive she probably won't ever rise above a certain plateau of performance anyway.

Here's hoping you'll find what you're looking for!

CHAPTER 25

Fifty-two Fields to
Choose From

ACCOUNTING

WHEN THE DEMAND for workers is high in any profession, the opportunities for women are good. In accounting, one of the most respected and important professions in our society, the demand for workers has far exceeded the supply since World War II. Since 1955 industrial recruiters have shown great interest in hiring women accountants.

Women of proved competence, intelligence and ability are welcome in this field, are eligible for membership in the professional societies and may look forward to careers of unusual achievement and reward.

Requirements of the profession are high, however, and a young woman who is interested should carefully plan her college career, should balance her own personal ledger and should be prepared for long hours and hard work. Even after a high degree of professional skill is attained, the long hours and hard work remain the same. Accounting, in other words, never gets any easier. It is always complex, always involves alertness to detail, always demands accurate reasoning and sound judgment.

From most professional women accountants today you will learn one important premise. It is the consensus that women, to achieve professional recognition in competition with men, must demonstrate achievement or ability above the average for accountants. In other words, to carry it a step further, you must do the job better than the average man. But this is true in almost any profession, so recognition of this fact does not daunt the woman of ability and ambition.

The education most highly recommended for accountants is four years of liberal arts leading to a bachelor's degree, with a major in accounting. For the most part, a college course of this kind offers basic information on public, private and governmental accounting and prepares a student for a beginner's job in any type of accounting work.

Whatever the training, whatever the goal, the accountant is a key figure in any business operation; in management decisions the controller often exercises the greatest influence.

If you feel at home with mathematics, if you are interested in problem-solving of all kinds, if you are willing to take responsibility, if you enjoy creating order where chaos once thrived, if you can work calmly under pressure, you have a good chance of success in this demanding profession.

Consider, as early as possible in your preparation, various types of accounting:

As a general accountant, you would devise, install and supervise the operation of general-accounting, budget and cost systems. You would supervise employees in the maintenance of accounts and records, balance books, prepare financial statements for administrative offices, prepare tax returns and interpret accounts and records for administrative officers.

As a budget accountant, you would review the expenses of the requisitioning departments of a firm to insure that expenses stay within the budget. You would keep records of expenses and inventories, balance the budget, audit vouchers and expense accounts, devise and install budget control systems as requested.

As a cost accountant, you would devise, install and control a system for determining the unit cost of products or services; you would analyze cost records to discover the distribution of costs for various divisions of management and production. You would identify labor, material and overhead costs to compute the unit cost. You would record cost data for the use of management in controlling expenses. You would work alone or supervise others depending on the size of the company.

As a public accountant, you would do a variety of accounting services either as an individual on a fee basis or as a member of an

accounting firm. You might audit bookkeeping accounts and records; prepare financial statements; devise and install accounting, bookkeeping and filing systems; conduct financial investigations; prepare or review tax returns; contest claims before tax officials; assist in formulating budget policies and procedures. You may be called on to furnish testimony in court and arbitration cases. You may work alone or supervise others. Usually you will have passed a stiff state examination and will be a certified public accountant, entitled to write "C.P.A." after your name.

As a tax accountant, you would specialize in matters of Federal, state or local tax returns for individuals, businesses or corporations.

As an accounting-system expert, you would devise and install general accounting and cost systems in organizations that cannot use a standardized system. You would survey the entire operation and set up new forms if necessary to solve special problems.

As an auditor, you would examine and vouch for the accuracy and completeness of the bookkeeping records of a business. You may prepare financial statements, such as profit-and-loss statements and balance sheets, or prepare detailed reports showing operating costs, assets and liabilities, sales, profits and depreciation costs. You would work independently or supervise others.

It is not absolutely necessary to have the college degree in order to become an accountant. You may attend one of the private business schools for a lesser period and learn enough to make your way in the lower regions of accounting. But for success in the field the college background becomes more and more necessary, especially to women who hope to compete with men for the top jobs.

Your starting salary just out of college will range between \$4,000 and \$5,100, depending on your area. If you begin as a private accountant you may make more; however, your best long-range financial prospects after a few years of experience will be found in public accounting. As a C.P.A. you may expect to earn after thirty-five somewhere between \$12,500 and \$15,000. If you show exceptional ability you may earn even more.

Accounting is the field for you if:

1. You are interested in the world of figures and can see through entries to financial facts and the problems which underlie them;

2. You are prepared for the four years of college and the accounting major which are prerequisite to success;
3. You are thoroughly responsible, morally honest and intellectually scrupulous;
4. You have unassailable persistence and unshakable confidence.

For further information write to:

American Society of Women Accountants
327 South La Salle Street
Chicago 4, Illinois

American Women's Society of Certified Public Accountants
327 South La Salle Street
Chicago 4, Illinois

ADVERTISING

TO MOST PEOPLE, advertising seems a glamorous business. They think of Clark Gable in *The Hucksters*, and gay promotional social events. To people in advertising, it is not all that glamorous. It is an intensely serious search for the best way of selling a product—the most effective art and words that creative minds and hands can put together in the medium that will reach the right market.

To people in the field, advertising is a thoroughly stimulating way of making a living. Certainly it is lacking in drab routine. Every day and every hour bring a new product to be studied or researched, a new problem to be solved, a new client to be approached and "sold," a new headline to be written or presentation to be prepared.

If you like people and enjoy excitement and tension, if you write easily and quickly, if you can work well under pressure, if you have artistic talent or if you enjoy selling, perhaps an advertising career will hold for you great mental and material rewards.

As in public relations, your most important asset will always be

ideas. This is where the real excitement of advertising lies, not in the social aspects of the business as portrayed in motion pictures and television dramas. If you have an inventive, original mind, you will find that advertising will give you golden opportunities to use it and will reward you well.

The big difference between advertising and public relations is that advertising aims to sell products while public relations usually aims to sell concepts. Advertising usually buys its time or space while P.R. gets time or space free. Advertising is direct and obvious; P.R. is indirect and subtle.

Advertising offers dozens of career possibilities. Your field may turn out to be art, personal-contact work, managing or production. You may work for an advertising agency or in the advertising department of a company.

If you are an artist, you may do everything from cartoon sketches to oil paintings. Or you may do layout (the arrangement of art and copy in pleasing balance) or product design. (See ART.) You may work for an agency or for a company or you may free-lance.

If your talent is writing, you can find full expression for it in advertising. A good copywriter, one who can write skillfully enough to influence others to buy, can always find a job. You may work for an advertising agency or a department store or any other company which has its own advertising department. If, after some years of experience in advertising writing, you decide to marry and raise children, you need not worry about giving up your career or losing your skill. With a little ingenuity you can keep on writing "selling" copy, because advertising agencies often farm out some of their writing and art jobs to free-lancers. This is the kind of work you can do at home when your children are small. You can do it on a small scale, one or two hours a day, and then as you get your household organized increase your productivity. In this way you will never get rusty, you will keep up with the fast-paced world of advertising, and you will undoubtedly find a full-time professional job after your children are in school, if that is your goal.

If you combine creative ability with a talent for getting along with people, you may become an account executive for an advertising agency. In this job you oversee every detail of every job

the agency does for your client or clients. First you confer with the client, learn everything you can about the product, how much he wants to spend to advertise it, how to divide the money between the media, and so on. Then you return to the agency, talk to the copy department and the art department to get them started and possibly to the research department to ask them to dig out all possible facts about the product. After the ad is written and a rough layout is made you hold a conference to suggest improvements in art or copy. This is usually the point at which the ad must be "sold" to the client. Then it goes to the artist for finished artwork, to the production department for type and finally to the media department, which places orders for the ad to run in magazines and newspapers which have been selected as best fitted to reach the desired market.

As an account executive your hours may be long and erratic. You are at your client's beck and call. You work as if you were a member of his organization. But the rewards are great, too. Salaries in advertising agencies vary according to the size of the agency, the city and the accounts. In agencies that place over ten million dollars of advertising a year, an account executive may make from \$11,000 to \$15,000 a year, a supervising account executive from \$19,500 to \$26,500.

Senior copywriters in an agency of this size may draw from \$10,900 to \$14,200. Research directors may average about \$18,000 and directors of TV departments may make \$23,000. Executive vice-presidents draw up to \$62,000 a year and heads of agencies perhaps \$110,000, although not many of these jobs are held by women.

Other specialists hired by agencies include radio and television experts, program directors, continuity writers, musical directors. Big agencies often have fully equipped studios with the latest in television equipment. (See RADIO AND TELEVISION.)

While advertising agencies are the best-known area of advertising (there are more than five thousand of them in the country) there are probably more advertising jobs outside agencies than in them. Most companies, large or small, have their own advertising departments, even if they also use agencies. Banks, stores, radio

stations and newspapers have their own advertising departments. Large mail-order houses and businesses built on direct mail employ great numbers of advertising people.

Women are working effectively in every phase of advertising. A recent census reported that about one third of the country's 117,183 advertising workers were women. Women of ability have a good chance to get to the top in this profession. Some are ranking copy chiefs, some are account executives, some are research directors, some are advertising managers for large corporations. This is in fact one of the most likely fields for a woman who wishes to be an executive. In advertising, ability is quickly recognized and quickly rewarded without regard to sex.

The volume of advertising is expected to increase in the next decade, and one estimate says that fifteen thousand new people will be needed in advertising each year. A college degree is desirable. Most employers prefer to hire college graduates for this work. There is always the possibility that you can achieve success without a college degree in this field if you have unusual selling ability or unusual talent which is demonstrable to a prospective employer. Whatever your background, your knowledge of English, psychology, art, economics and sociology will be most important.

Advertising is the field for you if:

1. You like the electric atmosphere of selling;
2. You can work hard and effectively under pressure;
3. You enjoy working with people (most advertising is the result of teamwork);
4. You have talent in either selling, art, writing or talking with people and persuading them of your point of view.

For further information write to:

Advertising Federation of America
250 West Fifty-seventh Street
New York 19, New York

American Association of Advertising Agencies
420 Lexington Avenue
New York 17, New York

AIRLINE SERVICE

IF YOU ARE YOUNG, single, reasonably attractive and ready to meet people, you already have most of the qualifications for a successful airline stewardess. High-school graduation is a requirement, and, since the competition is stiff for these desirable "glamour jobs," you will have an advantage if you have some college training, business experience in meeting people, or nurse's training.

Requirements vary somewhat among the airlines, but most prefer young women between the ages of twenty and twenty-eight, of height between five feet two and five feet eight, and weight in proportion to height. Excellent health is a must. Married women are not hired for this work, but there is a possibility that you may continue in some ground job for the airlines if you should marry.

Among the airline hostesses the turnover is high, since many leave after two or three years to marry. Jobs are always opening up, and new girls are always needed to take the places of those who leave.

If you become an airline hostess, you will attend to the comfort of passengers from the time they board the plane until they leave. You will check tickets, see that passengers are comfortably seated and answer questions about the flight schedule or weather. You will make sure seat belts are fastened and cigarettes are out whenever necessary, and you will serve light refreshments or meals from the tiny "kitchen." You will fly about eighty-five hours a month.

Most airlines have their own training schools, and if you are accepted you will train for four to six weeks. You will learn how to handle tickets, deal with passengers under all flight conditions, serve food deftly and attractively, and take care of simple first-aid situations. You will be trained at the airline's expense.

You will wear a handsomely designed uniform emblazoned with a pair of silver wings. Among the benefits most airlines offer are liberal vacations and sick leave with pay, insurance and hospitalization benefits, merit promotions and reduced-rate air travel. You

will be sent where you are needed, but after six months you may bid for another post.

There are also jobs for young women in the traffic division of the airlines, mainly as ticket and reservation agents. These girls deal directly with the public, either over the telephone or over the counter at offices of the airlines or at airports, and must have good speaking voices and personalities and be able to assemble and give out the necessary information in an organized and accurate manner. Beginning salaries of reservation and ticket agents range from \$235 to \$320 a month and go to as high as \$400 a month, and if you work for an airline there is a considerable reduction in the cost of your own travel by air. A high-school education is a must; a college education is preferred for work of this sort.

Your salary as an airline hostess will vary somewhere between \$250 and \$450 per month, and there are opportunities for advancement, perhaps to instructor or to other ground jobs, if you excel and persist.

Airline hostessing is the job for you if:

1. You are a lively, adventurous type, unwilling to tie yourself down to a desk job when you could be on the move;
2. You enjoy meeting new people constantly;
3. You are single, between twenty and twenty-eight, from five feet two to five feet eight, with weight proportionate to your height, and have completed high school.

For further information write the airline you are interested in working for.

ARMED FORCES

WOMEN HAVE ALWAYS SERVED their country in time of need. In the early days of this nation women loaded guns for their men to fire, defending their small communities against Indian raiders. They learned to shoot when they had to. As a matter of course they tended the wounded, supplied the food,

protected the children and bolstered the courage of all with their devotion and dedication.

So the idea of women in service is new only in the sense that the services are now organized to accept and welcome women. Women are born with the need to serve—their countries, their homes, their communities. In World Wars I and II women served in many noncombat capacities and in some cases gave their lives.

Today, in this uneasy peacetime, the United States needs a strong and able group of women for training in a variety of tasks that strengthen the military forces of the country. In our highly complex civilization, service is no longer so simple as loading or shooting a gun. Women now fit into literally hundreds of specialized, highly skilled careers with the military. They are needed and welcomed and very well cared for.

Whether you serve your country as a WAVE, a WAC, a WAF or a woman Marine for a few years or a decade, you will discover in the service a life entirely new, one you will never forget, but will always remember with pride.

Ask any woman who went into the service in World War II. Would she enlist again? Yes! Would she relive those months or years? If she could! Would she trade that experience for any other? Few would. Why? Because it was a unique experience—it stands alone in otherwise ordinary lives.

Life in the service is unlike any other kind of life. It has many advantages. It is a world in itself, with its own independent communities, its own transportation and recreation, its own impeccable fashions in dress, its own unique comradeship, its own sense of purpose. It is smooth and orderly. It is disciplined, and women respond favorably to reasonable discipline.

Your responsibilities are limited to your own job and your own appearance, conduct and welfare, unless you are an officer, and then too your responsibilities are clearly defined.

You are free from many of the hazards of civilian life, the pressures of society, the variety of small and large bills that beset the householder, the competition to get ahead and keep up with or ahead of the Joneses. All the service asks is that you do your job faithfully and be a good soldier.

In return you are fed well and clothed in a handsome, well-styled uniform. Your hours for work, recreation and rest are well regulated. Your health is carefully watched. Your future is considered, and you may apply for and receive further training if you show ambition and ability.

If you have a desire to serve your country, if you have an interest in things military, you may find a completely satisfying career in the armed services. All four branches of the military (Army, Navy, Air Force and Marines) will welcome your application for enlistment.

You will find equality in the military service. Equal pay for equal work is a reality here. You will receive the same pay and other benefits as a man of the same rank who does the same job. You will find other important advantages, too. You will find a comradeship that is unique, training that will carry over if you should leave the service, and an opportunity to travel and serve in foreign lands if you wish.

If you have a high-school diploma or its equivalent, if you are at least eighteen, unmarried and without dependents, and if you are in good health, you are eligible to enlist. Over 24,000 women are now serving in the four services. One fourth are nurses, and the rest work in such fields as administration and personnel, machine accounting, finance, communications, air operations support, intelligence, transportation, recreation and medical and dental specialties.

If you have a college diploma, you may apply for a commission in the branch in which you are interested. If you have a strong Navy, Air Force, Marine or Army tradition in your family, you may wish to stay with that family tradition. When you receive a commission you may be placed in any one of a number of departments, such as engineering, public relations, communications, administration, intelligence, finance and logistics.

You are especially needed if you have professional technical training in a medical specialty. You can begin your military career as an ensign or a second lieutenant if you are a nurse, a dietitian or an occupational or physical therapist.

You will find educational opportunities in the services almost

unlimited. All branches have numerous schools, training women to be meteorologists, control tower operators, X-ray technicians and dozens of other specialists.

If you become an Air Force nurse, you may serve in an Air Force hospital in this country, or at a base overseas, or if you wish you may volunteer for flight duty, taking extra training and drawing extra pay.

If you become an Army nurse, you may apply for overseas service after one year of stateside duty. Army nurses now are serving in Ethiopia, Iran, Korea, France, Germany, Okinawa, Italy, Turkey and Formosa.

All four branches offer advanced training, so you may work up from enlisted rank to officer status. The services are always looking for officer material among enlisted personnel, and if you show interest, ambition, competence, leadership and adaptability you may be sent to officer candidate school.

Although the four services are similar, you should, if you are seriously interested in a military career, visit recruiting stations of each branch. Make sure that your preference in a career field is open to women in the service you choose.

Whichever branch you choose, you will receive a thirty-day vacation each year and generous fringe benefits such as low-cost insurance, free hospitalization and free transportation (called "hops") while on leave.

Minimum enlistment periods are two years in the Women's Army Corps, three years in the Air Force and the women Marines, and four years in the WAVES.

Military service is the career for you if:

1. You have a genuine desire to serve your country, are proud of your country's past and have faith in its future;
2. You are willing to conform to the requirements of group living;
3. You are able to accept discipline, take orders or transmit them in good spirit;
4. You can accept and enjoy a rather nomadic life, moving from one base to another every two or three years;
5. You have good health.

For further information, write *It's Your Choice*, Washington 25, D. C., and ask for the pamphlet with that name. And for specific details about the military career you might pursue, visit your local recruiting stations.

Here are just a few of the careers open to women in the armed services:

- Machine accountant
- Teletypist
- Radio operator
- Electrical cipher machine operator
- Cryptographer
- Radio maintenance technician
- Multiplex machine maintenance technician
- Electrocardiographer
- Pharmacist
- X-ray technician
- Occupational therapist
- Physical therapist
- Laboratory technician
- Neuropsychiatric technician
- Dental technician
- Weather observer
- Weather forecaster
- Air operation specialist
- Aircraft dispatcher
- Parachute rigger
- Flight traffic specialist
- Electrical-device tester
- Intricate-equipment maintenance technician
- Electronics repairer
- Weapon repairer
- Optical instrument repairer
- Forklift truck operator
- Power tool operator
- Photographer
- Draftsman
- Information specialist
- Intelligence aide

individual matter, dependent on the caliber of the talent and the quality of the determination that must back it up if you are to be successful.

By the time you are in high school you will know whether you have some artistic talent. This talent is unmistakable, but it is only the beginning. It is to be hoped that you will take a well-rounded high-school course. Art courses, naturally, but plenty of history and English and literature, too. You will as an artist need the best general education you can get to enrich your mind.

Then you will need to choose a good art school. You will specialize in one branch of art and acquire a general foundation in related branches. (If, for example, you are an industrial design student you may also explore engineering fundamentals and photography.) You ought to note whether the school is well equipped, whether its teachers are artists, whether it keeps pace with the art world and invites leading artists of the day to exhibit and recognized art authorities to speak.

It takes years of hard work to discover whether you have the talent to become an artist in your chosen medium, which may be painting in oils or water colors, print making of various sorts, sculpture, or any of the variants of these. Whether or not you become a professional in your chosen art, if you study and practice what you have learned, the skill and the joy in creation will stay with you and brighten your life from youth to age. In almost every community there are facilities for women interested in arts and crafts—which includes the fields of jewelry making, weaving, textile design, ceramics, wallpaper design and other decorative activities—to increase their competence and display their products. And you never can tell if and when the transition will take place from amateur to professional. The pleasures of today become the profits of tomorrow more often than you think.

On the island of Martha's Vineyard in Massachusetts there is a charming little shop operated by two women who took up the craft of making objects out of shells as a hobby connected with their book and gift shop. They found so absorbing the collecting of the shells, the inventing of jewelry and gift objects from them, and the fact that there was a ready market for their

products, that they have expanded into a year-round operation, spending their winters in Florida and their summers in Massachusetts, with shells the motivating force.

There is also the opportunity to become associated with a museum or a private art gallery. To be a museum worker, you need to have a thorough background in art history and a reading and, even better, visual knowledge of art objects and their background. Colleges have courses geared to a museum career. Museum work may send you into the field of classifying art objects, restoring them to proper condition for exhibiting, cataloguing them for exhibition, describing them with proper legends for display purposes, lecturing to groups in an auditorium or on conducted museum tours, editing museum publications, assisting in the arrangement of exhibits. The salaries vary widely, according to the type of museum and its financial backing. In a few instances, museum employees are engaged under civil service; in others, they are privately employed by the museum heads.

A thoroughly qualified museum worker may in time become head of a department, assistant to the director and, in exceptional cases, the director in person. Directorship involves not only setting policy in all divisions but also relations with the community, the raising of money, the acquisition of works of art and keeping abreast of both commercial and artistic developments in the museum field. There are very few women museum directors, the notable exception being Adelaide Briskin of the Baltimore Museum of Art; nor are there a great many women who are assistant directors. However, in public relations, education, curator work, selling in the art objects shops and, of course, secretarial work, they are greatly in demand.

* Many museums have special programs and often special galleries for children, and in this phase of museum work, too, women outnumber men. Another phase of museum work especially suited to women's abilities is that of registration. A registrar is a sort of museum housekeeper, whose function it is to keep records of everything that comes in, of where it goes and of what happens to it. The details of such work are exacting and specialized, but rewarding to those equipped by training and temperament to su-

Interrogator-translator
Aerial photo reader
Recreation specialist
Jeep or wagon driver
Food specialist

Remember, no one is actually guaranteed a particular job. Late in basic training you will be assigned to a career field after careful consideration of your preferences, civilian background and tested aptitudes, within the framework of current military needs. The greatest satisfaction in the service is serving. With the dedication common to all who choose the service career, you will develop your skills, adapt yourself to the country's needs and enjoy an eventful and rewarding life.

For further information about the Women's Army Corps, write to:

The Adjutant General
Department of the Army
Washington 25, D. C.

About the WAVES:

Chief of Naval Personnel
Department of the Navy
Washington 25, D. C.
Attn.: A.G.S.N.

About the WAF:

Director of Personnel Procurement and Training
Headquarters, United States Air Force
Washington 25, D. C.

About the women Marines:

Director of Women Marines
Headquarters, United States Marine Corps
Washington 25, D. C.

About the Army Nurse Corps and the Army Women's
Medical Specialist Corps:

The Surgeon General
Department of the Army
Washington 25, D. C.
Attn.: Chief, Personnel Division

About the Navy Nurse Corps:

Chief, Bureau of Medicine and Surgery
Department of the Navy
Washington 25, D. C.
Attn.: Director, Nurse Corps

About the Air Force Nurse Corps and the Air Force Women's
Medical Specialist Corps:

The Surgeon General
Department of the Air Force
Washington 25, D. C.

ART

IF YOU HAVE SOME TALENT for drawing or painting, if you are always sensitive to what you see and often have the urge to re-create a scene or rearrange a room which is not pleasing to the eye, and if you like that kind of work for its own sake, perhaps you have the makings of a professional artist.

Some years ago a schism occurred in art. Where for centuries there had been simply "art," there came along "fine" art and "commercial" art. Whereas, in earlier centuries, without a rich or royal patron an artist would most likely starve in a garret, today's world gives him a wider opportunity to use his talents.

Today, thanks to economic competition and the upgrading of public taste, true artists are at work in many fields. There are some signs that the breach is healing. It is sometimes possible for an artist to be a "fine" artist and to make a good living at the same time. How "fine" an artist and how good a living remain an

individual matter, dependent on the caliber of the talent and the quality of the determination that must back it up if you are to be successful.

By the time you are in high school you will know whether you have some artistic talent. This talent is unmistakable, but it is only the beginning. It is to be hoped that you will take a well-rounded high-school course. Art courses, naturally, but plenty of history and English and literature, too. You will as an artist need the best general education you can get to enrich your mind.

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wise them. Although not the most highly paid of professions, museum work is undoubtedly one of the most absorbing for those by temperament endowed with an interest in the work. It is possible to enter secretariats, by the back door, so to speak, and eventually to land a job in one of the museum's departments.

Private commercial galleries offer less variety and scope, but nowadays, with the public becoming increasingly interested in owning pictures and sculpture, they often provide interested women with interesting careers. A knowledge of what is going on in the art world and a way with people, plus good taste and a wide acquaintance with periods and styles, will get you a job, if you are lucky, with a private art gallery that sells paintings and sculpture.

Since World War II, it has been rediscovered that excellence and originality of expression can be found in the applied arts, and these arts have received new impetus. Today the true artist can achieve self-expression and make an important contribution to the world as a designer. If you train honestly and selflessly for the applied arts you will bring to them true artistic merit, as true as you bring to a canvas.

Here are your choices in the applied arts, and all of them are, incidentally, open to you as a woman. There are no barriers here. Do not be swayed by tradition. Follow your greatest interest and ability. Talent and dedication to learning will lead to a professional career of real worth to yourself and the world.

As an advertising designer, you will be primarily a "layout" person. You will design an advertisement, arranging the page in a pleasing composition which will induce the public to read. You may also design book covers, posters, magazines, pamphlets. If you advance to the position of art director, you will work out the design and assign specialists to do the lettering and the illustration or photos. You will need a strong design sense, plus the ability to deal with people. In preparation you will take the basic art courses (painting, drawing, production, sculpture, art history and design) plus specialized courses in advertising design, production, lettering and type, drawing and painting for advertising, photography and courses in experimental design. You will work for an advertising agency, a publisher, an art service, or the art or adver-

tising department of a manufacturer, a wholesaler or a retailer.

As an *illustrator*, you will draw or paint pictures for books, magazines, newspapers, advertisements, even record albums. Because of the scope of the field, you may eventually specialize, working perhaps for one kind of publication, such as women's magazines, or concentrating on one subject, such as food, fashions or pretty girls, or making yourself known in one medium, such as scratchboard or water colors. If you wish to do story illustration you will need a highly developed drawing skill and the ability to capture the essence of life and the passing scene. If you wish to do technical illustrating you will need an acute awareness of structure and detail. You may find work with an advertising agency or an art service, or in the art or advertising department of a retailer or a wholesaler. You may also find great satisfaction in being a free lance, choosing your accounts and working at your own pace.

Medical art is a field of importance to the medical profession. Artists are employed by medical schools and hospitals to make drawings showing the various stages of operations. Mr. Leo Massopust, director of art and photography at the Marquette University Medical School and an internationally known authority in his field, suggests that an artist trained in drawing and photography could make a profession out of medical illustrating. Or a free-lance artist might, by submitting samples of detailed drawings, just as she does to her other clients, add some medical accounts to her list. In many cases the artist is asked to watch the operation and make sketches as it proceeds for use in class lectures, so it is important that she be a stouthearted girl, not inclined to faint at the sight of blood.

Courses in medical illustrating are available at the University of Chicago—where Tom Jones, the dean of medical artists, is professor emeritus—and at the Rockefeller Institute in New York. If you are interested in this application of art you might write the above institutions for further information. Although medical illustrating is a fairly limited field, some large hospitals and medical centers, such as the Mayo Clinic, maintain their own medical-illustrating staffs.

Medical photography is one example of the application of a

photographer's skill. Entire operations now are filmed for the instruction of medical students and the advancement of medical science. Artwork is still used and is necessary to show the stages of an operation, but the use of photography has been expanding and now exceeds the use of art. It is invaluable in showing continuity. With a basic art background you could use both drawing and photography to do medical illustrating. The Mayo Clinic now has a staff of fifteen photographers.

Large businesses of every kind also use photographers and usually hire one person to do the pictures for company publications and publicity.

As a photographer, you will either free-lance or work for a publication, a studio or an agency. After some general training or experience, you will probably tend to specialize, perhaps in advertising photography, news, portraits, fashions or displays. Like the illustrator, you will need a sharp eye for a picture and an acute observation of the passing scene. You will need all the basic art courses (drawing, painting, design, art history) plus specialized courses in the craft itself. Your goal may be a large free-lance practice, a job heading the staff of photographers on a metropolitan daily newspaper, or your own photo studio.

As an industrial designer, you may design anything from a make-up kit to a washing machine. You may perhaps be asked to design a cafeteria or a parking lot. You will probably specialize eventually in one type of product, such as appliances, or one material, such as metal, plastic or wood. Since you will work with engineers, you will need to be able to talk their language. You will, in fact, need to know engineering fundamentals, to retain the artist's eye and the architect's sense of structure. You will find your best opportunities in the major industrial areas of the country, where you might begin as a draftsman or a general assistant. When you have increased your technical and design skills you may head an industrial-design staff or your own studio or command high pay as a free lance.

As an interior designer, you may plan the interior of every kind of private and public building, or you may work for a furniture or

textile business, a display house or a department store. You will need a strong sense of color, design, shape and space, a basic knowledge of architecture and an interest in people. After your basic art courses you will specialize in color, design and materials.

As a fashion designer, you will be concerned with the planning, designing, production and marketing of clothing and accessories. For this work you will need the qualities of an artist, a dressmaker and a businesswoman. Whether you specialize in women's or children's clothes, sportswear or lingerie, you will need to keep up with the times every minute of your life, to learn to watch for trends, to feel a keen interest in the people who will wear the clothes you design. You will need to enjoy the hard-hitting, hard-working fashion business, for it will require many hours of your day, and you will need to be able to work under pressure in the peak seasons. You will work for a clothing manufacturer, a design studio or a pattern house in one of the garment centers of the country—New York, Chicago, Milwaukee, St. Louis, Kansas City, Dallas, San Francisco, Los Angeles or Miami. In art school you will after the usual foundation courses specialize in fashion figure drawing, fashion illustration, fashion merchandising, the history of fashion and research. (See FASHION.)

As a fabric designer, you will design fabric itself, its color, texture, weave and print, or paper products. You may work for a textile industry, an interior designer's office, a decorator, a floor-covering company or a wall-covering company. You may work as a free lance, like Tammi O'Keefe, whose amusing linen fingertip towels are signed with her name and sold from coast to coast. As a fabric designer you will also aid in the planning, production and marketing of the product, so you will need good business sense as well as a strong sense of color and design.

As an art teacher, you will need versatility and, above all, a keen interest in young people. Only an artist can train an artist, so you will need all the basic art courses and all the specialized ones you can manage.

Of all these art professionals, only the teacher actually needs a college degree. In the other categories your work will speak for

you, and it is only in your work, not in degrees, that an employer or a client will be interested.

Art is the career for you if:

1. You have the talent for painting or drawing plus the determination to develop it. Talent alone is not enough.
2. You enjoy work for its own sake. It takes long training to develop an art talent to the point of usefulness to mankind.
3. You can bring to your work in an applied-art field the same dedication you bring to a canvas—to express true values, true beauty, good design and a knowledge of the wider field.

For further information contact the art school of your choice, or write to:

Editor, Career Briefs

Pratt Institute

Brooklyn 5, New York

(Ask for the free pamphlet *Preparation of the Professional Artist.*)

Department C

Philadelphia Museum School of Art

Broad and Pine Streets

Philadelphia 2, Pennsylvania

(Ask for the free pamphlet *Your Career in Art.*)

BANKING AND FINANCE

MANY DIFFERENT KINDS OF WORK, requiring a wide variety of training and experience, are available to women in the ever growing field of banking. If you should choose banking, you will find yourself in good company, for there are over five times as many women working in this field today as there were in 1940. The field of finance (the investment and handling of money) is also increasingly open to women.

BANKING

Modern banks have a new look. They have on-the-job training programs, drive-in and mail-in services, educational programs. They are clean, comfortable, neat and efficient places in which to work. Starting salaries compare with those paid by other businesses for the same kinds of work. In addition, banks offer substantial fringe benefits, often higher than those offered by other organizations.

There is opportunity in banking for women of all ages and degrees of education. There are jobs for single women and married women; for women with college training in professional statistical work; for women who wish part-time work; for women who have no desire to assume executive responsibility and for those who are interested in using their abilities to build careers.

Among the clerical positions available for women in banks are these: file clerk, statement clerk, bookkeeping clerk, transit clerk, general clerk, proof machine operator, key punch operator, microfilm operator, bank messenger, typists, stenographer and teller.

Advancement in this field may be slow, but it is sure. According to the 1959 *Occupational Outlook Handbook*, about half of all bank tellers are women, and the opportunities for women clerks to advance to teller positions will continue to be numerous.

Virginia O. Valentine, advertising manager of the State Pioneers Bank of Commerce and Trusts, Richmond, Virginia, writing in *National Business Woman*, reports the results of a recent survey: "One third of the banks . . . reported that college-trained women were holding such jobs as credit investigators or analysts, public-relations directors, personnel managers or other professional positions."

Today more than ten thousand women are officers of American banks; they comprise some 10 per cent of all the corporate bank officers in the country. The majority of these women are assistant cashiers, but more than 140 are presidents. There are about five thousand openings for new bank officers each year, the American

Bankers' Association estimates. Of these, women can be expected to fill an increasing percentage.

The survey mentioned above shows a greater number of officer posts held by women in smaller banks. The opportunities for supervisory or professional status, according to the survey, are twice as great as the opportunities for corporate office, but 52 per cent of the banks sampled indicated that women were being considered for corporate office.

These findings indicate that banking management is thinking more and more favorably about women in posts of responsibility and that the future for women in banking is bright.

Banking is the field for you if:

1. You have some facility with figures;
2. You have an office skill, or
3. You have college training in one of the professional areas, such as advertising, public relations, statistics, accounting;
4. You are interested in a steady job without the burden of executive responsibility, or
5. You want a job in which you can build yourself a lifetime career.

For further information write to:

American Bankers' Association
12 East Thirty-sixth Street
New York 16, New York

American Institute of Banking
12 East Thirty-sixth Street
New York 16, New York

Investment Bankers Association of America
425 Thirteenth Street, N.W.
Washington 4, D. C.

FINANCE

In finance the taboo against women is fading fast, but it is still the unusual woman who qualifies. If you are interested in becoming a stockbroker, you will find that a college

degree, preferably in economics or finance, is the best beginning. Before that, however, you will need a good and fast-working knowledge of mathematics, as well as a probing and analytical mind. If you have a tradition of finance in the family and have heard financial talk all your life, you will have a head start.

You may begin at the bottom, with chalk in hand, and mark the board for a brokerage house. In this way you will learn the talk and the symbols of the trade.

Then you will study to pass the New York Stock Exchange examination required for classification as a "registered representative," qualified to take orders to buy and sell stock. You will have to be hired or recommended by a reputable firm in order to take this examination, which includes analysis of balance sheets and earning statements and procedures in the purchase and sale of securities.

Your success as a woman broker will depend on the customers' confidence in you. Good contacts with investment research institutions will help. A broad background in economics and history is an asset.

Very few women work in this field—several hundred among thousands of men. However, for some intrepid women, a great and remunerative field is waiting: advising other women on investments.

This is the field for you if:

1. You have a quick and accurate mind and a facility with figures;
2. You have an understanding of history and an interest in current events, so that you can spot and interpret trends and analyze influences in business.

For further information write to:

Public Relations Department
New York Stock Exchange
11 Wall Street
New York 5, New York

And read:

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Public Relations Department
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New York 5, New York

And read:

The Securities Market and How it Works, by Birl
E. Schultz (Harper and Brothers).

BEAUTY INDUSTRY

BEAUTY IS A BIG BUSINESS in the United States. The total receipts of beauty shops in this country exceeded \$85,000,000 in 1953.

If you are skillful with your hands and have a sense of style you may begin as a beauty operator and eventually establish a successful business of your own.

You will need beauty school training plus an apprenticeship, or an apprenticeship alone, depending on the requirements of your state board of cosmetology.

Many public vocational high schools offer free training through a course in cosmetology leading to a diploma. Some of these schools prepare a student to take her state board examination before her senior year so that she can hold a part-time job while completing other requirements for high-school graduation.

On the other hand, there are many private schools which offer cosmetology courses and charge tuition, which varies from state to state. Usually these courses can be completed in from six to nine months. Some states permit a two-year apprenticeship under a licensed operator as preparation for the examination, which covers both theory and practice.

As a beauty operator you will give shampoos and haircuts, or "stylings," as the trade calls them. You will also give permanent waves by various methods and dye, tint or bleach a customer's hair. Manicures and facials are also part of the beauty shop business.

You will probably receive a basic wage of \$35 to \$50 a week, plus commissions and tips, as a start. Experienced operators often make \$75 to \$100 a week. In exclusive salons beauticians and specialists make \$150 or more.

Many women who are married and have children prefer part-

time work and have no trouble finding it in this field. They may work two or three days a week, or several afternoons while their children are in school. As they establish a clientele, a group of customers who prefer their services, they may work as little or as often as they like.

If you are ambitious, healthy and friendly, you can build up a clientele and then open your own shop. Sex is certainly no barrier in this business (although gifted men hair stylists frequently make more money than women), and neither is age. If you are adaptable enough to keep up with the styles you can return to work any time. You can also begin your study at any age.

All signs point to continued expansion in the beauty shop business. Population growth, increased employment of women and the consequent necessity for good grooming presage a continuing demand for workers in the beauty business.

This is the field for you if:

1. You are clever with your hands, strong enough to work standing up for several hours at a stretch, and flexible enough to be unruffled by irregular hours and meals caused by rush times and close booking of appointments;
2. You have a genuine interest in and liking for women (your personality is a factor vital to success in this field);
3. You are a high-school graduate. (Some states do not insist on more than a tenth-grade education, but the trend is the other way. You would find it almost impossible to be a shopowner or a shop manager without a high-school education.)

Before you select a beauty school, be sure to write to your state board of cosmetology or your state department of education for an approved list.

CATERING

THIS IS THE WORK for you if you are interested in the preparation of food. There are four types of caterers: the food specialist, the prepared-meal expert, the special-occasion caterer

and the party organizer. If you enjoy food, its preparation and serving, you may want to become one of these four.

As a *food specialist*, you would prepare sandwiches or canapés, charging by the quantity.

As a *prepared-meal expert*, you would supply casseroles, boxed meals, salad plates, buffet suppers, dinner party meals. You would prepare and deliver all or part of a meal on order, and usually you would charge so much per portion.

As a *special-occasion caterer*, you would provide standard party meals for large functions such as conventions. You would prepare the meals, deliver them and serve them, and you might or might not supply equipment. For this service you would probably charge by the person.

As a *party organizer*, you would provide the ultimate in catering service. You would supply everything a party required—a theme, invitations, decorations, menu, liquor, service and entertainment. The charge would usually be a flat fee. In New York City, a woman whose professional name is Nata Lee has built up such a business, arranging all stages of a party and cleaning up after the ball is over.

With so many housewives simultaneously holding down jobs and running homes these days, a catering service is likely to fill a real need. It might be worth while, if you have talent along these lines, to investigate the available facilities in your own locality, and if none, or not enough, exist, to try your own hand at setting one up. It may start out as pure experiment and end up as a good business.

Catering as a career has many advantages. Your sex is a positive asset. Your age is no barrier. You can start small by doing club work, organize a part-time business based in your own kitchen, work for a large catering company or launch a full-fledged full-time business of your own.

Training for this career is up to you. If you graduate with a home economics major you can start not at the bottom but somewhere near the middle. However, if your college days are gone, or never likely to arrive, you can still enjoy the work of your choice. All you really need to know is food, its preparation and serving. You can begin with PTA, church or club work to

learn something about quantity preparation and management. Remember that catering is a mass of detail; your success will depend on the way you handle these details in all their variety.

You can take courses in quantity cooking at vocational schools or sit in on home economics classes. You can visit the best hotels and restaurants for ideas, study books on menu planning, management marketing and party giving.

At least in the beginning you ought to specialize. If you make elegant cakes, specialize in small wedding parties. If you make sandwiches expertly, specialize in teas and make your service known to clubs, sororities and, in an election year, political groups.

Catering can be a big job or a small one. Mrs. Virginia Doherty knows it both ways. As the caterer in charge of the employees' cafeteria in a Minneapolis newspaper building, she was on call twenty-four hours a day. A young woman fresh from college, she was put in charge of the entire kitchen and serving operation, which ran in three shifts, around the clock.

After her marriage, the birth of her baby and her husband's transfer to Milwaukee as bureau chief for the United Press International, she "retired" from the business world for a time, but found that the domestic routine of the household was not completely satisfying. Now she works two days a week planning menus for a large catering company. On those two days she hires a baby-sitter, or takes her little boy to the home of a woman who cares for children as a small business. She is also much in demand for club work as refreshments committee chairman for her sorority and other clubs, and in these ways she is keeping her hand in so that she can eventually resume her catering career.

As in other businesses, salaries and incomes in catering vary according to the type of service, the size of the business and the income bracket of the clientele. For the ambitious and skillful the rewards are great.

Catering is the field for you if:

1. You know food, its preparation and serving, and have some special skills in this vital field;
2. You are a good organizer;

\$4,545 a year. More than 4,000 women claims examiners, representing 56 per cent of the total claims personnel, were averaging \$3,913 per year. Women cartographic aides, 787 of them (17 per cent of the total group), were averaging \$3,758 a year, and 175 women in meteorology were making an average of \$3,690.

Among the women in professional occupations in Federal services in 1954, 32,613 were graduate nurses, librarians, teachers, social workers, accountants and occupational and physical therapists. A few women are employed as archaeologists, architects, astronomers, engineers, patent examiners, pharmacists, plant pathologists and zoologists. The average salary in this group is \$4,754. The entire number of professional women in civil service is employed by relatively few Federal agencies. Most of the health workers work for the Veterans Administration. Two thirds of the teachers work in the Department of the Interior's Bureau of Indian Affairs. Home economists work for the Department of Agriculture, and librarians are scattered throughout all the larger agencies.

Relatively few women in civil service are employed as doctors, lawyers or engineers, but it is considered that the small number (747 lawyers, 267 doctors, 161 engineers in 1954) reflects the fact that relatively few women have secured the proper training in these fields. Those who have are generally better paid than women in the other professions.

It is predicted that in the future women will continue to enter civil service in greater numbers as accountants, social and natural scientists, mathematicians and statisticians.

And here are a few of the more tangible advantages of government service:

1. Women can choose from a wide variety of jobs and are barred only from those which require extreme physical exertion.
2. Job locations are many and varied, and you can choose your place to work, including the nation's capital.
3. You have a good chance for advancement, since there is a strong promotion-from-within policy.
4. You have generous sick-leave benefits and vacation with pay.

5. You have steady work on a consistent five-day-week basis, with no seasonal layoffs or pressures.
6. You have in-service training.
7. You have, at the middle and upper levels, the opportunity to participate in the career development program for administrative office.
8. You have the possibility of outside recognition (five women have been awarded the Rockefeller public-service award).

If you have an office skill, the procedure for getting a civil service job is simple. Your local post office can give you information about civil-service examinations and supply you with application blanks. *If you prefer, you may write to the United States Civil Service Commission, Washington 25, D. C.*

The Civil Service Commission does not take applications for all kinds of jobs at all times—only when specific jobs are open.

Or, if the job is in an area outside of Washington, D. C., write the headquarters of the civil-service region in which the job is located. *For a list of these regional headquarters and other pertinent information about the competitive examinations for civil-service jobs, write to:*

Superintendent of Documents
U. S. Government Printing Office
Washington 25, D. C.

(Ask for the pamphlet *Working for the U. S. A.*—price 10 cents.)

DANCING AND DANCE INSTRUCTION

ALTHOUGH DANCING is generally thought of as one of the theater arts (see that heading in this section) it is as special in the type of training it needs as is music. In addition to a career as a solo or group dancer in shows or recitals, either in classical ballet or in forms of the modern dance, there is a career in modern ballroom dancing, as a teacher or as the head of a dance studio.

3. You have some schooling in food preparation, such as a home economics course, or some experience in quantity cooking.

For further information write to:

Executive Stewards' and Caterers' Association
P. O. Box 271
Redwood City, California

CIVIL SERVICE

THE LARGEST SINGLE EMPLOYER of men and women in the United States is the Federal government. About 2,300,000 work for the government, and state and local governments employ an additional 4,600,000.

In 1954, when a detailed study was made by the Women's Bureau of the Department of Labor, the ratio of employees was one woman to three men among all Federal workers and one woman to two men among Federal white-collar workers.

If you are looking for reasonable security, slightly higher than you might find in the world of private business, generous fringe benefits such as automatic increases in pay for satisfactory service, you might consider the variety of civil-service jobs to be found with your government. All such jobs are obtained on a competitive basis, by examination.

In 1954 women were employed in three fourths of the 502 occupational groups listed by the Civil Service Commission. Women are eligible for all but the most strenuous jobs, and the "equal pay for equal work" principle is fully implemented throughout the Federal service.

Women number about 85 per cent of the total personnel in civil-service clerical or related jobs, four per cent of the semiprofessional, semiscientific or semitechnical jobs, and slightly more than 7 per cent in the professional or scientific jobs which require a college degree or the equivalent. If previous increases hold true, these 1954 percentages are considerably higher now.

You will be interested to know that in the clerical group of occupations the Federal salaries are about equal to those in private industry. In 1954, civil-service secretaries, 22,783 of them, averaged about \$3,741 annually, and 46,349 clerk-stenographers averaged \$3,198 a year.

Civil service also offers women a chance at executive and administrative jobs. Among the top jobs held by women in civil service at the time of the 1954 study were the Secretary of Health, Education and Welfare, the Treasurer of the United States, one of the members of the Federal Communications Commission, the director of the Passport Office, the director of the Office of Vocational Rehabilitation, the chief of the Children's Bureau and the director of the Women's Bureau. More than 200 women held administrative jobs in general administration, 118 in personnel administration and 109 in social administration. Five women received salaries of more than \$14,800. Social administration seemed to offer women the best opportunities. Half of the administrators in these programs were women. In public-health administration, personnel, records management and patent administration, women held one fifth to one tenth of the high-level jobs.

Since government is getting more and more complex, more high-caliber people will be needed, and it is evident that women will share in the responsibilities to an even greater extent than they do now.

In recent years more and more women have been entering the civil-service ranks as semiprofessional workers. For example, in 1954 about 5,700 women with specific knowledge of particular laws but not full legal training were employed as claims examiners and legal-instruments examiners. At one time these jobs were held entirely by men. Similarly, in the same year 1,326 women were doing "subordinate technical work" for the government as medical, dental, X-ray or histopathology technicians. These groups represented increases of 31 and 24 per cent respectively over the numbers of women employed in this way in 1938. Semiscientific jobs with limited training are also being done by women in engineering, meteorology, biology, drafting or mapmaking. In these semiprofessional occupations salaries in 1954 ranged from \$3,175 to

"The important thing in teaching dancing," Miss O'Brien believes, "is your liking for people. You have to show people how to dance and to have a good time at it."

Miss O'Brien began her dance instruction career as a tap and ballet dance teacher. Then she studied ballroom dancing at Arthur Murray's dance studio as a sideline. She demonstrated a talent not only for dancing but for handling people and was promoted to the post of interviewing applicants, and later to assistant manager of the studio. Later still she left the studio to organize and develop her own business.

"Some excellent dancers leave the business because they do not know and apparently cannot learn how to handle people," she says. "And some who are not the best dancers in the world become very successful because they are marvelous teachers."

At least once a year Miss O'Brien goes to New York or California to learn a new dance step and bring it back to her students. She enjoys her work so much that she seldom thinks of a vacation. And if she did, dancing would be a part of it.

Ballroom dance instruction is the field for you if:

1. You enjoy dancing and meeting many kinds of people;
2. You would like to take on a part-time job that might turn into a full-time business;
3. You have good health and sturdy feet. (Many hours of dancing per day require good arches and sensible shoes.)

For further information, visit a local dance studio, talk with a dance teacher, read *Dance Magazine* and brush up on your own dancing technique with the help of a book like *How to Become a Good Dancer*, by Arthur Murray (Simon and Schuster, \$3.95).

DEMONSTRATING

HERE IS AN IDEAL JOB for the woman who wishes part-time work. Demonstrators work in stores, showing products which range all the way from breakfast sausages to cosmetics or

household hardware. Most of the time they work on a part-time basis.

There are no specific requirements for this work except a pleasant personality, good voice and diction, and an attractive, neat, well-groomed appearance. Age is no barrier; many demonstrators are mature women.

You have seen demonstrators in supermarkets, perhaps, frying sausages in an electric skillet and offering a tray of tidbits on toothpicks to customers. Or you have seen them behind cosmetic counters of department stores, applying creams and talking about their merits to a group of women. The first job requires relatively little training; the second is a highly skilled blend of demonstrating and selling. Many manufacturers and companies train demonstrators for this work.

Some of the ways of obtaining demonstrating work are to go directly to the food, knitting or hardware departments of department stores, to food companies, gas or electric companies, hardware stores, appliance companies, or to any firm you may know about which puts products on the market that you are sure you could explain and illustrate to groups or individuals. It is possible to talk yourself into a job where none existed before as long as you feel certain that you have the personality and skill to put it across.

Demonstrating is the field for you if:

1. You like meeting people in the stimulating atmosphere of a supermarket or a department store;
2. You are interested in finding a part-time job which requires very little training in the beginning, but which may lead to more highly trained work and an interesting career.

For further information consult the Manpower, Inc., office in your area.

TEACHING THE DANCE

Obviously, to teach ballet or modern dance you have to be a dancer yourself, understand how to handle people and have some talent for choreography (composing dances), since part of a teacher's reputation depends on the pupil performances she stages. An inspiring dance teacher can be the turning point in the life of an ambitious young dancer, and her obligation is both to encourage the truly talented and to discourage those who have only a middling talent from attempting the hard life of a professional dancer. Women in communities ranging in size from small towns to large cities have made excellent and interesting livings from their ability to teach the dance. All that is needed is a studio, recorded music, a percussionist or a studio pianist, and an acquaintance with fellow residents. The rest comes from the success you achieve.

For further information about teaching the dance, write to:

American Society of Teachers of Dancing
1604 Chestnut Street
Philadelphia, Pennsylvania

TEACHING BALLROOM DANCING

As a social accomplishment, this sort of recreation is extremely popular. Although some training is usually desirable, it is often possible to enter the teaching or demonstration field in ballroom dancing with talent and practice. Often a teacher of modern ballroom dancing begins in her own home with a few couples, and one satisfied group tells another. Often she has a man partner, and together they run their studio or perhaps branch out into other people's homes or school auditoriums. Dancing classes for young people sometimes acquire a sort of social prestige in the hands of the social-minded dancing teacher,

and to go to Miss X's Dancing Class becomes the thing to do among the younger set.

It is possible, if you are qualified, to obtain a franchise to represent a nationally known chain of dance studios on a basis to be arranged. This works according to the rules of all franchise businesses (see Chapter Twenty-seven for details). It is a splendid way to put your know-how and experience in the world of ballroom dancing to profitable use with the minimum of risk.

You don't have to be an expert to be a dance instructor on a part-time basis. If you are a good dancer, if you love to dance and are able to transmit that enjoyment to others, you can start a ballroom-dancing class of your own.

What you charge for lessons will depend on the size of the group and the length of time you spend with them. Some teachers charge \$1 per person for each lesson and others charge from \$2 to \$3 per person.

Most of your lessons, naturally, will be at night, when husbands and wives are free from their daily cares to relax and enjoy an evening of dancing. You may at first make a supplementary income in this way. But one competent teacher I know, Miss Louise O'Brien of Milwaukee, finds so much pleasure and profit in teaching ballroom dancing that she does not require another job. She has many classes per week, a few in the afternoons but most of them at night, and is as busy as she wishes to be. Her fees range from \$3 to \$4 per couple per lesson, depending on the size of the group. She teaches children's classes in the afternoons after school and adult clubs in the evenings and works seven days a week. Her annual income compares favorably with that of the average schoolteacher or nurse.

Many dancing teachers, she reports, go south for the winter to teach at resorts. Others take shipboard jobs to enjoy a little travel along with their dancing. But she prefers to stay in her Midwestern city and teach her schoolchildren. A friend who had been in one of her dancing classes wrote from Palm Beach recently and asked her to come for the holidays and teach at her country club, and she may do that as a working vacation.

Because the demand for dental hygienists seems likely to exceed the supply for some years to come, you can count on a good job after you marry, part-time work if you wish after your children are in school, and probably full-time work later when your children are grown.

The annual beginning salary in Federal service in 1958 was \$3,755. Other dental-hygiene opportunities include health agencies, school health services, industrial clinics, the armed forces and schools of dental hygiene.

For further information, write to:

American Dental Hygienists' Association
100 East Ohio Street
Chicago 11, Illinois

DIETETICS

DIETICIANS are greatly in demand today and will continue to be needed far into the future. In addition, they may choose from a variety of career opportunities within their field.

As a dietician you may work in a hospital, a home for the aged, a public school or a college; for private industry; for a catering firm, a restaurant or a hotel; for a state health department or for a Federal health agency or service.

If you choose the role of hospital dietician, you will find considerable variety here also. You may, in a large hospital, choose food administration, which includes supervising the preparation and serving of meals, purchasing food and equipment, teaching employees, handling cost accounting, maintaining sanitation standards. In this field you will need a special aptitude for management.

Or you may choose diet therapy, the planning of both normal and modified diets for the individual needs of patients. In this field you will work closely with doctors, nurses and other members of the hospital staff. In a small hospital you will be responsible for both diet therapy and food administration.

There are many part-time opportunities in this field which you may consider after marriage and motherhood. You may devote a few hours a week to assisting in the dietary department of a hospital in your community, or you may serve as a consulting dietician, visiting a group of hospitals two or more days a month.

Food service management is a fast-growing branch of the dietician's field. You may manage college and university food services, school lunch programs or commercial food services. In this broad area, you will buy food and equipment, control the finances, plan jobs, select and train personnel. You will also need another skill: showmanship in displaying food.

Whatever branch of food service you choose, you will, as a dietician, command an excellent salary and a promising future. Salaries range from \$3,600 for beginners to \$10,000 or more for dieticians with experience and a fine record.

Your educational preparation for this rewarding field is four years of study for a bachelor's degree at an accredited college or university, with a specialization in foods and nutrition or institution management, according to where your interests lie.

When you have your degree, you spend one year as a dietetic intern for a hospital, a food administration or a food clinic. During this time you may receive your board and room or a small stipend from the institution. If the internship is connected with a university, you may at the same time earn graduate credit.

After a few years of work in the food field, you will find many business doors open to you. Attractive "glamour jobs" are available with magazines and newspapers, radio and television food shows, advertising agencies, food and equipment companies, food institutes and associations.

This is the field for you if:

1. You have an absorbing interest in food and its preparation;
2. You are orderly and instinctively neat and have high standards of cleanliness;
3. You have or are willing to get the four years of college plus one year of internship required.

For more information write to:

DENTAL ASSISTANTSHIP

WOULD YOU LIKE TO BE a "woman in white" without lengthy preparation? Then you might consider becoming a dental assistant.

"You can be a high-school graduate today and a dental assistant tomorrow," advises the American Dental Assistants' Association.

Many dentists train their own assistants right on the job, so you can earn while you learn. Training also is provided in brief courses sponsored by local groups of the American Dental Assistants' Association. The classes usually are held one night a week for a total of 104 hours. A few colleges and junior colleges also offer dental assistants' courses. In any case you will receive a certificate to practice after passing a test given by an examining board.

As a dental assistant you will be the dentist's left hand, just as your colleague, the dental hygienist, is his right hand. You may assist the dentist by seating the patient, selecting and sterilizing instruments, mixing fillings and handing aspirator and sponges to him at his request.

You may also be a "one-woman office," answering the telephone, making appointments, keeping records, sending out monthly statements and ordering supplies. If it's variety you like you'll find much to interest you in this combination office and laboratory job. As you become skillful in all its branches, you will earn more and win the right to share more of the work of the dental health team, perhaps assisting in the taking and developing of X rays.

To begin with, your salary will compare with that of clerical workers in the community and of course will be higher if you have the certificate than if you are learning on the job. You may begin at \$2,690 and work up to \$5,840. Since dental assistants are greatly in demand all over the country, you can plan on keeping your job after you marry, continuing on a part-time basis while your

children are growing up, and returning on a full-time schedule when they become self-sufficient.

Your most important asset for this work is your own personality and reliability. You must like people and wish to help them. You must also be immaculately clean and well groomed, well organized and neat in your working habits. The dentist will depend on you for a pleasant attitude, a gentle manner and a soft voice, and a personality which appeals to the patients.

If you are interested in work of this sort, ask your own dentist if he knows of openings, or ask your family physician.

DENTAL HYGIENE

WOULD YOU LIKE TO BE a professional woman with the shortest possible period of preparation? A two-year college course can lead to professional status and a substantial income if you choose dental hygiene as a career.

You can enter a two-year training course right after high-school graduation, and when you have completed the course and passed your state board examination, perhaps at the ripe old age of twenty, you can step into a \$65-a-week job. (That is par for the Midwest. In the East it would be \$55; in Colorado \$100 a week is average and in California \$40 a day.) By that time you might also be engaged or married, since the ratio of men to women in the dental colleges is four to one.

Today the dental hygienist has achieved true professional status. Most dentists, successful and very busy, hire the hygienist to clean and polish teeth, chart the dental work to be done, take X rays and instruct patients in care of the teeth.

Requirements for success in this field include a pleasant and relaxed personality, good finger dexterity, a sympathetic manner and a genuine liking for children—and their parents too. Most people are jittery when they come to a dentist's office; they need reassurance and an atmosphere of calm. If you are both skillful and tactful you can become invaluable to a dentist.

American Dietetic Association
620 North Michigan Avenue
Chicago 11, Illinois

EXECUTIVE HOUSEKEEPING

THIS IS THE WAY most women earn their living—by keeping house. It is not, as every woman knows, the world's easiest job. When you keep house on a large scale, for a hotel or hospital, your problems are not much different from those encountered in housekeeping for a family, except that the scope is greater. Being a good housekeeper means essentially being a good manager. Housekeeping on whatever scale requires managerial ability. In this work, therefore, maturity is an asset. Executive housekeeping is, in fact, one of the most likely fields for an older woman to enter. There are no specific educational requirements, but some public vocational schools, some private schools and a few colleges give specialized training in this field, usually called "hotel management."

As an executive housekeeper for a hotel, a resort, an educational institution or a hospital, you would be responsible for the clean, orderly and attractive appearance of the entire establishment. You would plan, direct and supervise the work of employees in your department. You would need some knowledge of interior decorating, purchasing, personnel management, budgeting and public relations.

Some education and experience are required to give you the right background for advancement in this field. A high-school education plus business experience might get you started as a floor housekeeper. Some specialized training, in either hotel work or management, would be a desirable alternative or addition. A certificate from a reliable extension course is frequently accepted by an employer. But any one of the above would be merely the

foundation, and a training period of a year or more with a qualified executive housekeeper would be helpful in landing a job with a large hotel. Most executive housekeepers began their hotel careers as floor housekeepers.

Salaries vary widely in the housekeeping field, according to the size of the hotel, hospital or resort. A small institution may pay \$3,600 to start and a large one well over \$8,000. In some cases meals and your own room or apartment are included.

In a small hotel you might do some of the actual work of the maids. In a large hotel your job would be entirely administrative, supervising the cleaning work, keeping records of room readiness for occupancy, checking and ordering cleaning supplies and equipment. You would be required to know every detail of the job of every person on your staff in order to be a good executive.

If you have some specialized training in hotel housekeeping procedures; you will always be able to find a job. Age will not be a barrier. Good executive housekeepers are scarce and are usually permitted to work past retirement age if they wish. Over twenty thousand women are now working "back of the house," as it is called in the hotel business.

Executive housekeeping is the field for you if:

1. You have all the instincts of the good housekeeper, an eye for detail, a devotion to cleanliness, a flair for decorating;
2. You have the ability to work with people and to direct the work of others;
3. You know cleaning procedures, equipment and supplies;
4. You know fire prevention, safety regulations and simple engineering procedures so that you know what to do in an emergency;
5. You have a high-school education plus business experience or some specialized training in hotel housekeeping.

For further information write to:

Maud Winchester, President
National Executive Housekeepers' Association
Hilton Hotel
Boston, Massachusetts

National Council on Hotel and Restaurant Education
777 Fourteenth St., N. W.
Washington, D. C.

Personnel Department
World Review of Hotels and Travel, Inc. (an employment
agency for hotel chains)
71 Vanderbilt Avenue
New York 17, N. Y.

FACTORY WORK

WOMEN PERFORM MANY FACTORY JOBS as well as men and some factory jobs better than men. The United States Bureau of Labor Statistics predicts that women will make up over half of the increase in our work force in the next decade.

Today almost four million women work in factories as laborers, operators, craftsmen, technicians, engineers, foremen and managers.

Virginia Meredith, a consultant on women in industry, researched a study for *Factory Management and Maintenance* magazine and reports that more and more women are taking jobs in plants. Industry has discovered that women have unusual finger, hand and arm dexterity. At jobs requiring repetition or memory they often do better than men, and they have better color perception.

According to this study, women are equaling the performance of men as assistant plant engineers, wage and salary specialists, budget analysts, production statisticians, quality controllers and tool designers. And they are outperforming men in such jobs as silver soldering, drillpress operating, bearings inspecting and electronic assembly.

The Meredith study reports, "Not only are more women working in factories today, but more women are in skilled jobs. At the end of 1950 there were 7,362 more female welders than in 1940, 6,956 more draftswomen, 5,797 more women chemists and 5,880

more women working as painters and as construction and maintenance workers."

The Minneapolis-Honeywell Regulator Company, for example, employs five women to one man in delicate assembly work. Other plants use more women than men to assemble radio and television parts. Wherever superior vision and co-ordination count, women are preferred. It takes sharp eyes and clever fingers and a great deal of patience to coil on a spindle row after row of wire finer than human hair.

With color coding coming into wider use, women are in demand because they can differentiate colors from four to sixteen times better than men. For example, in the Bendix radar division women lace color coded wires over diagrams on pegboards for radar units.

Research shows that women have better memories than do men. This accurate memory makes women good checkers for traffic, production and time departments. In the instrument division of Daystrom, Inc., two women are working in production control. And in the Ditzler color division of Pittsburgh Plate Glass a woman is assistant traffic manager, responsible for the economical movement of freight and for correct charges and weights.

Visit local employment agencies or the plants themselves. Watch the papers for help-wanted ads.

Factory work is the field for you if you have:

1. Manual or finger dexterity, good color perception and a good memory, or
2. An office or technical skill, or
3. A genuine mechanical talent.

FASHION

FASHION is a billion-dollar industry, employing more than a million people. It is a woman's business, one of those in which it is actually an advantage to be a woman. There is not one type of job in fashion which a woman cannot and does not hold, and there is no salary in the industry which is marked "For

men only." High earnings, however, require a high degree of ability and experience and effort; they do not come easily in this highly competitive field.

The fashion industry includes the creation, manufacturing, distribution, advertising and selling of apparel and accessories. The jobs in the industry range from clerical and technical to creative and administrative. Let's talk about the principal categories: fashion designing, fashion illustrating, window and interior display, retailing, fashion co-ordination, styling, fashion writing and editorial work, fashion advertising and publicity, and comparison shopping.

Fashion design means the creation or adaptation of original designs for apparel and accessories. Fashion designers work for wholesale manufacturers, "custom-made" houses, pattern companies, theatrical companies or fabric houses. With experience and success, they sometimes head their own houses or form partnerships with someone who will be the business head of the house. Fashion design is something like baseball—you can be a hero one season and a "bum" the next if your designs do not sell. You can also be rich one season and broke the next.

Preparation for this kind of career means a background of basic art courses, a knowledge of fashion history, skill in drawing, a thorough knowledge of the garment business, and originality in conceiving designs or adapting imported high fashions for the American market. (See the section on fashion designing under ART.)

If you become a *fashion illustrator* you will sketch fashions for reproduction and may work for a department store, an advertising agency, a fashion magazine, the women's page of a newspaper, or a fabric or apparel house. You would go job hunting armed with a portfolio of your samples and several copies of your personal record sheet, which would include details on your schooling and experience.

Freelancing in this field means continual job hunting; it requires the ability to sell yourself as well as your work. It pays better than a steady art illustration job, but it is more demanding of your energy and time. (See the section on illustrating under ART.)

Display work, whether interior or window, requires an artist's

eye and a craftsman's skill. You ought to be able to use a spray gun, an air brush, a jigsaw and a cut awl machine—but you can learn some of these techniques on an entry job with a department store or a specialty shop. Art- or vocational-school background will be helpful but not strictly essential if you have some artistic talent and are skillful with your hands. Most display managers are men, possibly because of the construction involved, but many of the display department staff are women.

Retailing is a giant business in itself, and one which is very responsive to fashion trends. It is the selling end of the fashion business, and the most likely fashion jobs it holds for women are buying, fashion co-ordination, advertising and publicity. (For buying, see RETAILING.)

A fashion co-ordinator for a department store works with buyers and merchandise managers to see that the fashion merchandise of the store is co-ordinated as to color or style. For example, she may find in a study of the market that sea green is to be an important color, featured in many of the most influential ready-to-wear lines and endorsed by fashion writers. She learns that her coat and suit buyers have bought it "in depth," and she checks with shoe and handbag buyers to make sure they will have appropriate accessories in the store when the "sea green" promotion is due. The fashion co-ordinator often accompanies the buyers to the markets, to make suggestions and see for herself at first hand what the season's newest offerings will be. She sometimes suggests a display theme and works with the display manager to see that it is carried throughout the store. Ordinarily she is in charge of fashion shows—including the hiring of models and all the details—that the store presents on its own premises, at smart restaurants or for women's groups. She is the fashion commentator for the store and must have the appearance and the diction that the job requires. The best roads to this kind of fashion job are selling experience, typing and shorthand (for a job assisting the fashion co-ordinator), graduation from an art school with emphasis on fashion, or graduation from the Tobe-Coburn School for Fashion Careers, the top school in the fashion field. College is considered desirable but not essential; personality and poise are important.

A stylist for an advertising agency acts as an adviser. In a small agency she may also be an artist or a copywriter. In a large agency she may see that all advertisements are correct in regard to the current fashion trends, that fashion-right accessories are used. She is ready to assist art directors, clients or account executives whenever called in for fashion information. It can be a big job, in an agency with large billings, and a highly paid one. The title "stylist" can mean many things to many businesses and sometimes is worth a salary in five figures.

Fashion editorial work means work for fashion magazines, newspapers or trade journals. Fashion magazines aim to be the trend setters in the fashion business, and the fashion editor of a magazine such as *Vogue* or *Glamour* has behind her extensive training in the fashion industry, perhaps in retailing. Writing ability helps, but most fashion editors for magazines do not write. They act as critics and reporters, attend fashion showings, predict and help to set fashion trends. They supervise fashion photographs, delegate tasks to associate and assistant editors and generally keep in touch with all phases of the fashion field.

Fashion editors for newspapers cover the fashion markets in New York, sometimes in California or Florida. They also report on fashion at the local level, on the apparel and accessories on hand in stores which their readers can visit. Sometimes the fashion editor doubles as women's editor. Best background for fashion editorial work on newspapers is either a B.A. degree, a degree in journalism, or a home economics degree. Writing ability is paramount. On most newspapers fashion editors cover other fields or do features in addition to their fashion beat.

Knowledge of the retail business is most important if you want to work on a trade journal in the fashion field. Experience in selling or in the market is highly desirable. Writing ability is important, too, and a degree in the arts or journalism or home economics is an asset. Reporting for a trade journal is so specialized that you will probably learn on the job, starting from the bottom.

A traveling fashion representative tours the country for her company to "sell" its product and keep it sold. If it is a pattern company, she often co-operates with stores to put on pattern fashion

shows and contacts newspapers, radio or television for publicity purposes. If it is a shoe company, she works with shoe department staffs and instructs them on news and on the selling points of the new line. Ideally, she must be a personality in her own right, able to chat entertainingly with newspaper, radio and television people and give them enough interesting material to make a story or an interview. Hers is a high-salaried, mobile, living-out-of-a-suitcase job.

There are many other related jobs, such as comparison shopper and personal shopper. A comparison shopper inspects the merchandise of her own store and then that of competing stores, comparing the two for price, quality and timeliness. It is indoor and outdoor work, is suitable for part-time or full-time schedules and, since it demands a good deal of walking, requires good health.

A personal shopper serves as a special consultant for those who cannot come to the store to shop and for those who wish some personalized help in shopping. She must know the store's merchandise, know the fashion trends in apparel and accessories and know how to deal with people. It is part-time, intermittent work, well suited to the mature woman of experience and taste.

Fashion is the field for you if:

1. You have an absorbing interest in clothes and how they are designed, made, sold and worn;
2. You have the ability to draw, write or sell, three of the most essential aspects of the fashion industry.

For further information write to:

Glamour Magazine

420 Lexington Avenue

New York 17, N. Y.

(Ask for Glamour's Dictionary of Jobs in Fashion.)

Alumnae Advisory Center

541 Madison Avenue

New York 22, N. Y.

(Ask for *The Tobe-Coburn School for Fashion Careers*—a reprint of an article in *Mademoiselle*—and for *Jobs in Dress Fabrics*, each, 25 cents.)

FBI

ALTHOUGH ALL of the investigative work of the Federal Bureau of Investigation is done by men, the "special agents" of the FBI, many other jobs which are vital to the important work of the bureau are being done by women. Among them are typing, filing, fingerprint classifying, telephoning, teletype operating, translating and working as an aide in the laboratory.

For clerical work with the FBI you must have United States citizenship, a high-school diploma, good health, and character and loyalty which are unimpeachable. Qualified stenographers (with a shorthand speed of 80 words a minute) start at \$3,415 and may earn as much as \$6,655. They may advance to such positions as administrative assistants to bureau executives and, as such, command a salary of \$10,000. These coveted and demanding jobs, like all other upper-echelon jobs in the FBI, are invariably filled from the ranks.

Several thousand telephone calls come to the FBI switchboard in Washington, D. C., every day. Women handle and relay these calls. Other communications work open to women includes operating teletype machines and the radio network which links the field offices to headquarters. Much of this work is in code. Women are trained on the job, work in shifts around the clock and draw salaries ranging from \$3,415 to \$6,185 a year.

Translators must be qualified in more than one foreign language and may earn from \$3,415 to \$9,290, according to the number of languages they have and their general background and experience.

Typists must be able to pass a typing test at 45 words a minute and may, if they wish, attend the FBI shorthand school in order to meet requirements for a stenographer's rating. They may attend this school without cost, but on their own time, if they are assigned to the Washington office.

Clerks need not know how to type and may earn from \$2,960 to \$4,885 a year. However, those who show fitness for further training

may be eligible for vacancies in the fingerprint-classifying department of the identification division, where they may climb to supervisory jobs at \$8,110 a year.

Qualified, competent and reliable women come fairly close to the work of the FBI agent in the laboratory. Here, in anonymity and an atmosphere of secrecy, women are serving as assistants to special agents. This work requires a college degree with a major in physical sciences.

If you become a technical assistant to special agents of the FBI you may work in the cryptanalysis section, examining codes, ciphers and secret documents. Or you may assist in other types of scientific examination, from unidentifiable documents to samples of blood or hair or fiber given as crime evidence.

In this as in most other laboratory work, the processes are routine, glamorous only to the dedicated scientific spirit, but on their results hinge the solution of major crimes.

As an FBI employee, you will work forty hours a week and receive paid vacations of thirteen working days annually for the first three years and twenty days annually for the next fifteen years. You will find much after-hours help in the FBI, help with housing, health, recreational or social problems.

This is the field for you if:

1. You would like to be a part of this famous organization which helps to solve major crimes and apprehend criminals;
2. You have good health, United States citizenship and a high-school diploma, plus a reputation that will stand up under investigation;
3. You have minimum clerical skills, such as filing, typing or shorthand, any or all of which can, with experience and interest on your part, lead to jobs of higher pay and responsibility with the FBI;
4. You have a college degree and a major in the physical sciences, in which case you may qualify to assist a special agent in the FBI laboratory.

For further information write to:

Federal Bureau of Investigation
Washington 25, D. C.

HOME ECONOMICS

HERE IS A CAREER which will always benefit a woman, whether she marries or not, whether she works or not. The scope of home economics is so broad today that every young woman can find within it abundant opportunity for the use of her talents, and the demand in many branches of home economics is so great that she need never be without a profitable and absorbing job.

Time was when home economics to most people meant cooking or sewing. Now it means every aspect of home and the creation of home products. That includes such disparate things as the efficient planning of a kitchen and the relation of the family to the community.

Everybody, but everybody, who has anything to do with small babies nowadays knows about strained, canned baby foods. More varieties to tempt the sophisticated infant palate are constantly being put on the market. The idea of prestrained baby foods was conceived in the brain of Dorothy Gerber, whose husband's family had long been in the food-canning business in Michigan. After the birth of a second child to Mr. and Mrs. Dan Gerber, it became necessary, for health reasons, to strain all the baby's food, a big chore for Mother Dorothy. She dreamed up the possibility of straining the baby's food on an already existing tomato-pureeing machine. One thing led to another, and they were in business—at first with only a few varieties of foods, today with over sixty products in five plants. It is the only sort of canning done by Gerber at present, and it has lightened the burden of hundreds of thousands of mothers all over the country and even in far corners of the world. It was Plato who first said that necessity is the mother of invention. Once again, the Greeks had a word for it! The American term is "home economics."

At one time only teaching jobs were open to graduate home economists. But manufacturers soon discovered that women are the greatest buying force in the community, controlling 85 per cent

of family income and buying 80 per cent of consumer goods. Suddenly the home economist was in demand everywhere. Now a girl with a home economics degree can choose among scores of jobs in industry. Opportunities await her in publishing, advertising, television, radio, research, government, welfare and institutional management.

This is one field, incidentally, in which women do not need to compete with men in order to achieve their goals. Women who are home economists work at a professional level with men who respect their knowledge. They do not compete for the same jobs.

The standard college home economics course leads to a bachelor's degree in four years. It includes a good general education, with English, sciences, psychology and art. It also includes nutrition, food buying, preparation and serving; fashion, sewing and textiles; interior decoration and home equipment; home buying and budgeting; child care and development; family relations and good citizenship.

With this background the home economist can go in any one of dozens of directions, depending on her individual talent and temperament. If she is an extrovert she may do a television show devoted to women's interests; if she is technically inclined she may test manufacturers' products intended for homemakers' uses; if she has a flair for color and art she may serve as a housing-agency home economist. If she is imbued with the idea of service she may take a job in a public-health department or work as a home agent serving rural communities.

Salaries range widely. Home economics teachers get the same salary as other teachers. Salaries are usually higher in jobs with businesses or agencies. For example, salaries in the social-welfare and public-health fields ranged from \$3,528 to \$8,900 in June of 1959; salaries in extension service ranged from \$3,300 to \$14,400 in the same month and year.

In 1957 the Women's Bureau of the United States Department of Labor reported that home economists had the third-highest salaries for 1957 college graduates. The story is the same as in other professions. The better your education, the more varied your experience, the better your opportunities. If you are ambitious and

aim for a top job, you would do well to arm yourself with a master's degree. Among such top jobs are those of home service director for a utility company, consumer relations representative for a manufacturer, editor of a home magazine, demonstrator of new equipment (with many opportunities to travel), director of test kitchens, fashion consultant, food editor—almost an endless list.

Here are the most popular home economics fields:

Teaching home economics in schools and colleges.

Heading or staffing home service departments of public utilities.

Product demonstration work for business or industry.

Newspaper, magazine, radio or television work aimed at bringing up-to-date information on food, clothes, child care, home decorating, etc., to the homemaker.

Agricultural extension service work with adults, helping women become better homemakers through the county home agent program.

Public-health work as a nutritionist, working with doctors, nurses, dentists, social workers and others to help promote the idea that good nutrition is necessary to good health.

Research work for colleges or universities, government agencies or manufacturing firms, in any of the home economics areas. May be aimed at developing new or better methods or products.

Social welfare, where the home economist provides the agency with data on home and family management, budget standards and related cost information, and counseling on financial matters.

These are just a few of the hundreds of possibilities open to the trained home economist. This is the most natural career of all for a woman, encompassing as it does all of the womanly interests: home, children, clothing, family relationships, food and nutrition, health of the family and home management.

This is the field for you if:

1. Your interests are a woman's traditional interests: home, clothes, food, children, community service;
2. You can invest four years and some money in getting a college education (majoring in home economics) and, for best career results, a master's degree;
3. You wish to prepare for a career which will also benefit your fam-

ily and to which you can return at any time, at any age, and always find a welcome.

For further information write to:

American Home Economics Association
1600 Twentieth Street, N.W.
Washington, D. C.

INSURANCE

THIS IS A MULTIBILLION-DOLLAR BUSINESS, employing more people than the automobile industry. In 1958 about 800,000 persons were employed in the two major branches of the industry—life insurance (more than 1,300 companies) and property and casualty insurance (about 3,500 companies).

Life insurance companies usually sell accident and health insurance as well, and property and casualty companies offer policies which protect owners against loss or damage to property, as well as others, including workmen's compensation, automobile insurance and fidelity bonds against theft.

The largest group of insurance workers are clerical (about 45 per cent of the workers). Other workers in this field include actuaries, home office underwriters and claim adjusters.

Actuaries determine the insurance rates. They are skilled mathematicians (see *MATHEMATICS*). *Home office underwriters* make the decisions on individual policies, rates and premiums, a different function from the selling of life insurance. *Claim adjusters* interview claimants, determine the adjustment and make payments. The latter two jobs require on-the-job training and are sometimes filled from within the company. College degrees are often required.

Next to clerical workers, the greatest percentage of workers in the field (40 per cent) are *life insurance agents*, or salesmen. They are sometimes called underwriters, since they may have authority

to judge the risk on small policies. About 3 per cent of the 196,000 agents are women. Many women have found satisfaction and success in this work.

Throughout America today women are selling life insurance to the tune of millions of dollars. Six thousand women are now working as full-time insurance agents, and many more are selling on a part-time basis. Women can work in this profitable field while their children are in school and they can confer with their clients while the children are asleep.

In most selling jobs of this kind you are your own boss. You make your own appointments, arrange your own hours, work at your own rate and progress according to your own ability and drive. Income possibilities are excellent.

Your commissions will depend on the amount of the premium for the policy sold. This percentage varies from company to company and from policy to policy. It may be as little as 5 per cent or as much as 15 to 20 per cent.

Several hundred women sell a quarter of a million dollars' worth of life insurance annually, and at least a dozen women sell more than a million dollars' worth a year. Here, as in any big selling job, the sky is the limit.

Among many outstanding career women in the life insurance field is Miss Lillian G. Hogue, president of the American Society of Chartered Life Underwriters and the only woman ever to hold a national office in this organization. She became an agent for the New York Life Insurance Company in 1944 and earned her Chartered Life Underwriter designation in 1946.

Fourteen life insurance companies now have women presidents. The industry has accepted many women as officers. Marion Eberly is head of the Women's Division of the Institute of Life Insurance. Mrs. Mary Moody Northen is president and director of the National Insurance Company of Galveston and president of the Commonwealth Life and Accident Insurance Company of St. Louis.

Margaret Divver, who started her business career as a reporter on a financial paper, joined the John Hancock Mutual Life Insurance Company of Boston as an advertising copywriter, was made assistant advertising manager, then associate advertising manager and

later advertising manager, and in 1958 she became second vice-president, the only woman senior officer in her company.

Amelia Reichert is assistant vice-president of her company, the New York Life Insurance Company, and Geraldine M. Oxley is supervisor of planning and programming of the same company's electronic-computer operations.

As a beginner you may receive a salary in advance of commission, or the company may have another plan to finance your first efforts. But persistence and aptitude bring unusual rewards in this field.

If you have the selling instinct and plenty of ambition, you may get by with a minimum high-school education. However, many large companies today require college training. In any case, the ability to study and learn is important, because new types of policies are introduced every year. You have to be able to understand fairly complex insurance systems and to explain them and their benefits so clearly and convincingly that your clients will wish to buy.

Equally important with continuous training are personality and ambition. If you are an extrovert, if you like people, if you can come back pleasantly, time and again, after someone has said no, you have a good chance of becoming a successful woman in this field.

Selling life insurance is the field for you if:

1. You have either a college degree or extensive business experience in work in which contacts with people are important;
2. You are a patient listener and an effective talker;
3. You enjoy meeting all types of people;
4. You learn quickly and easily (life insurance policies change frequently, and you will have to keep up with the changes);
5. You have some facility with figures.

For further information write to:

Institute of Life Insurance
488 Madison Avenue
New York 22, N. Y.

Life Insurance Agency Management Association
855 Asylum Avenue
Hartford, Connecticut

INTERIOR DECORATION AND DESIGN

THIS HIGHLY CREATIVE PROFESSION, which is growing rapidly in the United States, offers great rewards to the woman with an artistic eye and a good business head.

At the least, a trained decorator earns a substantial salary and commission working for a department store. At the most, she draws an income that compares favorably with that of other top professional people in her community. Something like selling, interior decorating offers at least a good living, at most a fabulous one.

This is one of the glamour fields. A famous interior designer like Melanie Kahane heads her own extremely successful business, employs several decorators and an office force and is as busy as she cares to be. Artistic ability, a flair for color, a sharp business brain and a good use of publicity have given Miss Kahane a topflight career. (In private life she is the wife of a man who is equally famous, Ben Grauer.)

There are many other women, successful in less publicized ways, who design and decorate the interiors of homes, business offices, theaters, hotels, shops, restaurants and stores.

There are no sex barriers here. It is clearly a woman's field, and of the ten thousand interior designers and decorators in the United States, only a few are men. A three-year course in a recognized art school or a four-year college course leading to a bachelor of fine arts degree with a major in interior design and decoration provide the best background.

An apprenticeship of two or three years is the next step. After that, depending on your innate ability and ambition, there is no limit to your income.

For further information write to:

American Institute of Decorators
673 Fifth Avenue
New York 22, N. Y.

LIBRARY WORK

IF YOU ARE INTERESTED IN BOOKS for their own sake, if you enjoy the atmosphere of books and learning and inquiry into the nature of things, you may enjoy a career as a professional librarian. Being a trained librarian these days means something quite different from having a job in a library.

That lively young girl you see at the charging desk is not apt to be a librarian. About half the staff of a large library are trained clerical workers, business machine operators, maintenance men, microfilm technicians and other specialists.

The professional librarian, in contrast, may select and purchase books, organize data and guide readers to what they want to know. The whole field of man's recorded knowledge—that is the librarian's field. If you are basically interested in knowledge, its acquisition and dissemination, you will be happily at home in a library.

Even so, within the library world are careers of such variety that every personality type can be satisfied. If you are a natural leader you will seek out the supervisory or administrative departments. If you combine a love for reading and a liking for people you may be ideally suited for public-service work. Even if you are too shy or introverted to enjoy dealing with people, you can find a niche in one of the research posts where intellectual curiosity is the most important asset.

In a sense the library career is like the teaching career. No one enters it for love of money, but for love of learning. At the same time, salaries are improving to such an extent that men are being attracted to the field.

You will have the same choice open to those in almost any profession today. You can be a general librarian or you can specialize. There are many more jobs for librarians today than there are trained workers to fill them. Especially good opportunities exist in cataloguing, work with children, school librarianship and the special library fields which require knowledge of science and technology.

In more than 3,000 special libraries (medical, law, insurance, business, etc.) there is keen competition for the trained librarians who are graduated each year. In addition there are 7,500 public libraries, 3,600 branches, 2,000 college and junior college libraries. A continued shortage of trained librarians in all these categories is expected to exist for the next decade and well into the future. Therefore mature librarians may confidently expect to return to part or full time, and brand-new library school graduates sometimes have as many as ten jobs to choose from.

Educational qualifications are high. If you decide to become a librarian, you will need a one- to two-year course in library school, you will need a bachelor's degree from an approved college or university, a superior undergraduate record, evidence of mastery of basic library science and a reading knowledge of a foreign language.

Your salary as a beginner, fresh from library school, will range from \$4,000 to \$4,400 a year, comparable to a teacher's or social worker's salary. In a few years' time you may climb to \$5,000 or \$6,500. If you advance to head librarian in a small city or college, it will be \$6,000, in a larger library \$7,000 to \$8,000. Top administrative positions in this field are in the \$12,000 to \$18,000 class.

This is the field for you if:

1. You are a book lover and you prize learning for its own sake;
2. You have or are willing to get a bachelor's degree at an approved school and can show a good college record, ability to read one foreign language and mastery of basic library science—all this preliminary to and requisite for entrance in a library school, where you will complete a one- or two-year course;
3. You are intelligent and flexible enough to grow with this ever expanding field.

For a list of library schools, scholarships and loans, write to:

American Library Association
50 East Huron Street
Chicago 11, Illinois

Special Libraries Association
31 East Tenth Street
New York 3, N. Y.

LITERARY-AGENCY WORK

LITERARY AGENTS handle on a specified commission the works of authors for sale to book publishers, magazines, newspapers, the theater, TV, radio and the screen. The center of such agencies is New York City, but Hollywood has a concentration, mainly for screen and TV purposes, and a few are to be found in the larger cities. Literary agencies vary in size from one man (or woman) plus clerical-staff operations to large groups of specialists occupying whole floors of an office building.

Any girl who enjoys working under pressure with the possibility of unpaid overtime, who enjoys encountering "characters," who can rise to meet several crises in a row come a bad day, who prefers (as in book publishing) intrinsic interest to a high salary, would be happy learning the literary-agency business.

Although with ordinary business training any girl can land a job in a literary agency, college graduates are preferred. An English major with some practice in creative writing and a broad background can make herself useful, not to say indispensable, if she displays any aptitude for handling difficult clients, evaluating manuscripts for the market and coming up with ideas. A secretary with ambition and education often becomes an assistant to one of the bosses and, in time, part of the topflight staff herself. The lower positions even in the "executive" brackets are not especially well

paid, the idea being that the glamour of it all should take the place of a good salary. The agents at the top work on salary plus commission and often earn large (but fluctuating) annual incomes.

The literary-agency business is for you if:

1. You have a college background with emphasis on English;
2. You have a sense of commercial literary values;
3. You can rise to an emergency and work under pressure;
4. You have a knack for handling "difficult" people.

For further information write to:

Society of Authors' Representatives
522 Fifth Avenue
New York 18, N. Y.

Or consult a copy of *The Literary Market Place* (an annual publication which lists all agents in the country) at your local library.

MAGAZINE WORK

THIS IS A FIELD which is overcrowded simply because it is regarded as one of the glamorous occupations. Many talented young women, fresh from college, are willing to take a clerical or secretarial job to get their start. One large magazine has only seventy-five jobs on the editorial side, and the vacancies are seldom more than six a year. Yet the personnel department interviews as many as twelve job seekers in one day.

Most of the important magazines of the country are published in New York; the phone book lists 1,650 including business publications. Thirty of these magazines have a circulation of over a million. Magazines are published in smaller numbers, however, in Chicago, Philadelphia and San Francisco.

Editorial work for these magazines includes planning and producing or procuring the editorial content and processing it for the skilled workers who engrave, print and bind the magazines. Each department of the magazine—fiction, fashion, beauty, food, home

furnishings, handicraft—has an editor. Those who help the editors are called associate or assistant editors and secretaries. The top jobs belong to the editor in chief and the managing editor.

Fiction editors and their assistants read manuscripts and keep in touch with authors and agents. *Fashion* editors assign jobs to assistants, who are actually reporters. They choose the fashions to be featured in the magazines, accessorize them with appropriate hats, shoes, stockings and so on and supervise the photography. A copywriter supplies the words. A *beauty* editor is a reporter in the field of cosmetics, and a *food* editor is usually a graduate home economist who with her staff of assistants reports on new food developments, works out recipes, arranges for color photography and prepares food for color photographs, a highly specialized technique.

More and more, magazines are produced by specialists, and assistants try to turn themselves into experts in a particular field as soon as possible. Secretaries understudy everyone in their department and try to be ready to replace an assistant if a vacancy should arise.

Norman Cousins, editor of *The Saturday Review*, says that one should "know the history of that publication, a great deal about its format and content, something about the audience it is trying to reach, and what the problems are in reaching it."

If you have some fresh and constructive ideas for features, that will help, too.

Other magazine departments include production, which has to do with getting the magazine published on time; proof, which checks on accuracy and style; and art, which is responsible for the look of the magazine.

Magazine editors usually prefer to hire those who have a good liberal-arts background plus writing talent. Since many magazines today are largely staff-written, except for the "big name" articles and fiction, the ability to write well is a prime requisite. A college degree plus typing and shorthand skills may help you land an entry job; extensive experience in an allied field such as newspaper work or retailing or advertising may help you land a somewhat better job.

Since it takes a lot of teamwork to put out a magazine issue, in

which every word, comma and period must be checked and checked again, the ability to get along with people and work harmoniously within a group is another requirement.

Aside from the magazines of general interest and the women's magazines, there are the trade magazines, which in their coverage concentrate on the news within an industry, a profession or a special-interest group. New York, Chicago, Philadelphia, Washington, D. C., and Los Angeles are the principal centers for trade magazines. Starting salaries on a magazine may be as low as \$40 or \$45 a week.

Editorial work for these magazines consists of reporting news, writing articles, making technical language readable, and all the standard magazine jobs. Some jobs require technical or special knowledge of the field.

Editor and Publisher, 1700 Times Tower, New York 36, N. Y., is a good publication to consult for jobs in all fields of journalism.

Magazine work is the field for you if:

1. You have some talent and training in writing, or some special knowledge of a particular department a magazine is featuring, such as food, fashion, book or record reviews, etc.;
2. You have typing and shorthand skill, always helpful in getting your first job on a magazine;
3. You are interested in ideas and the way in which they are set forth;
4. You have a college education or the equivalent in general education and experience.

For further information write to:

Alumnae Advisory Center
541 Madison Avenue
New York 22, N. Y.

Or consult *The Literary Market Place* in your local library.

MARKET RESEARCH

THIS IS THE BUSINESS which searches out the public's opinions, needs and preferences for use by business and industry. It is to these what the opinion poll is to the area of politics. Often the two overlap.

The opportunities for women in marketing research are excellent, according to one leading woman in the field, Mrs. Dorothy D. Corey, a partner in Facts Consolidated, of Los Angeles. Mrs. Corey points out that the woman who wishes part-time work may apply for a job as a *field interviewer*. Many market research firms have a continuing need for interviewers to supplement a large staff. Mature women are welcome in this work. The main requirements are scrupulous honesty, an inquiring mind and the ability to follow instructions exactly, to listen carefully and to record accurately and clearly.

An executive position open to women is that of a *project director* or analyst. The project director occupies a post similar to that of an account executive in an advertising agency. She serves as the link between the marketing organization and its client. She works with the specialists on the staff, studies the problem involved, helps to design the sample and engineer the questionnaire, supervises the interviewing, analyzes the results and finally prepares the report. Some marketing organizations have a training program to supplement college training and to offer junior staff members study and experience of an on-the-job type not available at college level.

Women may also qualify as *field directors*, jobs which involve the hiring and training of interviewers. The field director also selects interviewers to be used on specific jobs, checks their work for accuracy and completeness, and helps them to improve their work.

With special training in the social sciences or mathematics, psychology or statistics, women can enter market research as special consultants, sometimes on a part-time basis and at other times as full-time members of the staff.

"Lay the foundations of a good education," is Mrs. Corey's ad-

vice to young women interested in entering the field of marketing research. And: "Evaluate your interests before seeking a career in marketing research. Depending on your background and training, you can enter the field through various avenues, but you should not unless you have a real interest and belief in it. This profession is only for those who love it and who implicitly believe in its value."

According to another successful woman in market research, Lee Andrews, founder and director of Andrews Research, Inc., opportunities are good for women in this kind of work because much of the research is done on products which women know most about—foods, cosmetics, household appliances and so on. She reports, "There are two kinds of people needed, the extrovert type, good in public contact for field work and supervision, and the introvert type that likes to work with figures. . . . There is little or no discrimination against women in the higher brackets, and in interviewing there is a definite bias for women."

She goes on to say that field work in marketing research is especially welcome to older women on an on-call basis and is often the "answer to empty hours when the children have grown up and have less need of her. Interviewing differs from most jobs in that it is not full time and thus gives the interviewer a pleasant feeling of independence."

What courses or training you take for a market research career should be governed by the work which interests you most in this field. Some courses in marketing, in the psychology of advertising and in statistics would seem to be indicated. At the executive level the need is the same as in other businesses.

Market research is the field for you if:

1. You are looking for a career in a fast-moving business, in which tension and irregular hours are normal working conditions;
2. You are interested in either statistics and their interpretation or people and their opinions and preferences;
3. You are intellectually honest and exact (the value of market research depends on its accuracy);
4. You can qualify yourself through college or special courses for an entry job as a field or office worker or, at a higher level, as a supervisor or analyst.

For further information write to:

American Marketing Association
27 East Monroe Street
Chicago, Illinois.

Marketing Research Trade Association
c/o Andrews Research, Inc.
246 East Forty-sixth Street
New York 17, N. Y.

MEDICAL-RECORD LIBRARIAN

IF YOU ARE INTERESTED in becoming a member of the medical team in a new and rapidly developing field you might investigate a career as a medical-record librarian, the historian of medical care.

As a medical-record librarian you would work closely with other members of the hospital team to co-ordinate and organize the mass of information needed to help doctors, nurses and patients.

Among your duties, you would review patients' records for completeness and accuracy, according to standards established by the accrediting boards that approve hospitals.

You would code diseases, operations and special treatments according to an established system. You would index and cross-index diseases and operations.

You would select and tabulate information, abstract case histories, prepare periodic narrative and statistical presentations on the utilization of the hospital, analyze performance of professional services, answer inquiries and catalogue and control the care record traffic. You would also assist in research involving medical records.

Sounds technical? It is. It is a job for an accurate, interested, reliable person, with perhaps an academic interest in the medical world and its workings.

There are several ways of qualifying for this career. If you have a minimum of two years' credits toward a college degree, or a diploma from an approved school of nursing, you may enroll in a one-year hospital course in medical-record-library science.

If you have a bachelor's degree, you will still need this one-year hospital course.

If you have a high-school diploma you may take a four-year college course leading to a degree in medical-record-library science, or a minimum of two years' undergraduate work in an approved college of arts and sciences and a one-year course in medical-record science, credits of which apply toward a degree.

The one-year hospital course usually consists of fifty weeks of class instruction blended with practical working experience rotating through the different departments of the hospital. Classes are conducted by the officers in charge of the hospital's various areas. Administrators and other experts give lectures covering their specialties. A whole new vocabulary must be learned and transcribed.

In this relatively new field, naturally the demand for competent workers far exceeds the supply and will continue to do so for decades to come. Jobs now available run from junior assistants to directors of departments in large hospital systems.

Hospitals all over the country need help of this kind. Teams sent overseas with scientific international-assistance programs also include medical-record librarians. Salaries compare with those of other medical assistants.

This is the field for you if:

1. You have or will be able to get the necessary training;
2. You are orderly, exact, perhaps scientifically or medically minded.

For further information write to:

American Association of Medical Record Librarians
840 North Lake Shore Drive
Chicago 11, Illinois

MEDICAL TECHNOLOGY

IF YOU WOULD LIKE A CAREER which combines something of the scientist with the physician or the nurse, but without the long preparation necessary in these fields, you might welcome the opportunity to enter a relatively new field, medical technology.

As a medical technologist, you would work in a laboratory surrounded by test tubes, stains, chemicals and many delicate instruments. You might find yourself, uniformed in white, taking a sample of blood from a child hurt in an accident. You would test the blood to determine its type, cross-match the sample with blood of the same type from the blood bank and take the blood to the operating room for a transfusion.

Or you might work in the laboratory of a large pharmaceutical house, where medications are analyzed for purity and strength. The careful work of hundreds of technologists provides the needed quantities of Salk vaccine, for example.

Or a research laboratory might be your goal. There you would assist scientists in the search for new knowledge. Today there are more than 24,000 registered medical technologists in the United States, and 90 per cent are women. Since it is estimated that 50,000 qualified laboratory workers will be needed by 1960, you will have no trouble finding a job. Since the demand in this field is likely to increase, you have every prospect of being able to return to work after some years of marriage and motherhood.

You can get a job in a laboratory without a college education, such is the need for workers. But for a career in medical technology, and the right to place "M.T." after your name, you will need four years of college training or its equivalent. This may consist of either (1) two years of college plus a twelve- or twenty-four-month course in an approved hospital school or (2) four years in a college which combines a hospital school course with academic education and leads to a Bachelor of Science degree.

Starting salaries range from \$3,300 to \$4,000 and climb to \$5,000 to \$8,000 with experience.

This is the field for you if:

1. You are steady-nerved, calm under stress;
2. You are accurate, completely reliable, thorough, patient and deft with things like fragile glassware and delicate instruments;
3. You are interested in the sciences, are curious about the whys and wherefores of life and have made good grades in biology and chemistry.

For further information write to:

Registry of Medical Technologists of the American
Society of Clinical Pathologists
P. O. Box 44
Muncie, Indiana

American Society of Medical Technologists
Suite 25, Hermann Professional Building
Houston, Texas

MODELING

"YOU HAVE TO BE EITHER VERY THIN OR very good-looking," is the way a New York photographic model nicknamed Pud described the qualifications for her career. True enough. Most New York photographic models keep themselves very thin because the camera adds fifteen pounds to every picture. Only the best-looking and the most intelligent succeed, because the competition is stiff. Almost every good-looking girl in the country at one time or another dreams of becoming a New York model. Many try, a few succeed.

A good model is not merely standing there looking beautiful in front of the camera. She is thinking every minute. What is the best way to show this merchandise? What is the most effective pose?

She tries pose after pose until she finds one that feels right and that seems to inspire the photographer.

At the same time she knows that she must look different in every picture so that the photographers and agencies and the public will not tire of her face. She knows how to arrange her hair quickly in several different ways to achieve a variety of "looks"—casual, sophisticated, windblown, sleek. She needs supreme confidence, plus as nearly perfect a face and a figure as art and nature can provide. She works hard, no question about it. Every woman looks at her in envy and every man looks at her.

Would you like to be in her place?

Look at yourself honestly. Do you have the face and figure for it? If so, you have a chance.

Modeling is indeed a glamorous career. If you have the natural endowments, plus fashion sense, physical stamina, excellent grooming and a pleasant manner, you might go to New York or another big city and try to make the grade as a professional model. Fashion models usually are tall and thin and wear size 10 or 12. Photographic models usually are tall and extremely thin and wear size 10 or 12 with a very slender waist.

In New York, the modeling center of the country, about 50 of the city's 1,000 photographic models make between \$20,000 and \$30,000 a year. About 200 others earn between \$8,000 and \$10,000. Some do not earn enough to make a living, and eventually they turn to other jobs. Rates vary from \$15 to \$50 an hour, and beginners and established models alike work for \$15 an hour for the fashion magazines.

But you need not go to New York to become a model. Fashion models are employed by women's shops, department stores, wholesale firms and design studios in large cities everywhere. Their purpose is to help sell clothes. To accomplish this requires poise and showmanship as well as good looks and a perfect figure.

Models regularly employed in this way are usually paid on a salary basis, from \$55 to \$75 a week. In fashion shows, they work at an hourly rate which varies from \$15 to \$25 an hour. In most cases modeling produces irregular earnings and does not offer a career of long duration. Many successful models, however, graduate to

other careers. Some go into acting, some into singing or dancing, some teach in modeling schools, some join the staffs of dress, suit or coat manufacturers.

Mature women who are attractive and thin can also find modeling jobs from time to time in department stores or specialty shops. One of Milwaukee's most popular models for years was a woman who started modeling at seventy. She loved clothes, and enjoyment shone so brightly on her face that people smiled back involuntarily as she walked through the tearoom. She sold clothes, too. Personality is an important factor in modeling, and all modeling aims at selling.

Modeling for television is actually a combination of acting, modeling and selling. In this work personality and a kind of sunny, bright-eyed wholesome appeal is more important than beauty. You would need some dramatic ability or experience for jobs like these. In New York, many actresses and actors support themselves doing television commercials while they are learning their trade and waiting for the big break on Broadway. Fees vary from job to job and are set by the unions.

If you wish to be a model, attendance at a modeling school might be a good beginning. For many young women this experience is valuable whether they become models or not. In all fairness it must be said that modeling schools cannot supply certain vital requirements, such as height and good looks. But if you have the natural gifts, such schools can help you learn how to walk, how to streamline your figure and how to apply make-up correctly, all of which you will need to know.

Incidentally, if you are five feet five, well proportioned and young-looking, you may qualify as a junior model, a model for junior clothes. High-fashion models usually are at least two inches taller.

If you know a few models and are observant, you can learn most of what you need to know from them.

Double-check any modeling school or agency that tells you or even hints it can get you into radio or television, Hollywood or Broadway.

If you do decide to try New York, take along at least five hun-

dred dollars and a return ticket. You will wear out a lot of shoe leather visiting photographers, advertising agencies, wholesalers and fashion magazines, the principal employers of models, but it will be worth the struggle if you make the grade. It takes determination, a certain aggressiveness and some applied intelligence to succeed as a model no matter how beautiful you are. Give yourself at least three months of trying (six months would be better) to land enough jobs to support yourself. If you do have to give up and come home, don't be dismayed. The experience will have been worth it and the home town will look better than ever.

This is the field for you if:

1. You have the kind of face and figure that makes your friends say, "You ought to be a model";
2. You have or can get training at a modeling school or from models you know.

NEWSPAPER WORK

IF YOU HAVE A STRONG DESIRE to find out things, to go out and inquire of people, and then to sit down and write what you have learned for others to read, then perhaps you have the frame of mind which is basic in the making of a newspaper person. If you have this frame of mind, you will be happier in the newspaper field than you ever could be anywhere else.

Although no one runs in shouting "Stop the presses!" any more and reporters are seldom shot or even beaten up on the job, working on a newspaper is still one of the most exciting jobs in the world. To know and write the news, to be a part of the effort which daily, and sometimes four or five times daily, gathers and organizes and prints the news is always stimulating. It is never monotonous, never routine.

Many women have become widely known as successful newspaper publishers and editors. Helen Rogers Reid, recently retired as head of the New York Herald Tribune, is one; another is Dorothy Schiff of the New York Post; another, Oveta Culp Hobby of the

Houston, Texas, Post (who also won recognition for her work in establishing the Women's Army Corps in World War II and as secretary of the Federal Department of Health, Education and Welfare from 1953 to 1955).

There is a magic about newspaper work which compels those who have left it for greener pastures and more profitable careers to look back on their newspaper years as the best in their lives. Advertising and public relations, the two allied fields to which newspaper people frequently "graduate," pay better, but those who have done both say they are not nearly so much fun. For one thing, the advertising and public-relations people must take their work, themselves and their clients seriously in order to be effective. Newspaper people work hard, but do not take life too seriously. They feel on the same plane with the banker and the busboy, looking neither up to the one nor down at the other. They enjoy among their own kind a rare comradeship and a humorous acceptance of life as it is.

And, of course, some newspaper people believe so deeply in what they are doing that they never look further. Getting and writing the news is their life's work.

Unless you become a nationally famous columnist or marry the boss's son, your chances of getting rich at newspaper work are so slim as to be almost nonexistent. However, if you train yourself to be an alert, fast and accurate transmitter of the news, you can count on making a good living. You can also count on having more fun at it, much more fun, than most people get out of their jobs.

As a woman you will find two choices open to you. You can aim at a job on the "city side" working for the city editor handling the news that comes to the city room, or you can head for the society desk or the women's department.

If you have a strong feeling for the news, the daily happenings of your city, the meetings and murders and fires and visiting firemen, you will prefer to try for a job as a regular reporter. Even today, when women are much more readily accepted on newspapers than they used to be, this is not an easy job to land, to stay with or to enjoy. A woman of unusual strength, determination, in-

telligence and equanimity can do it. Many have these qualities. A few years' experience in general reporting on a small daily newspaper and/or a Phi Beta Kappa key will help you land the coveted job in the city room of a metropolitan daily newspaper.

Once you have a newspaper job, you will have to work hard and fast and selflessly to keep it. You will have to watch the best assignments go to men of equal or lesser ability, to men who are newer on the staff than you are, but who are, after all, men in a man's world. And you will have to be glad you are getting any assignments at all, even the obituaries that are the lot of every beginner. Above all, you will have to be pleasant about it.

In time, according to the women who have survived the swift pace and the disappointments, you will prove your worth and win yourself a "beat"—a regular run—or somewhat better general assignments. The city editor will eventually accept you as a responsible worker. You will see your byline occasionally. And then, if you are a newspaperwoman born, you will know that the job is worth the struggle.

The other newspaper route for a woman is easier in some ways and harder in others. If you go to the society desk or the women's department (on some newspapers they are one and the same, and on others they are separate, with different editors in different rooms) you are choosing to specialize in news of interest to women. If you enjoy and feel yourself a part of the women's world of home, meals, clothes, children, schools, interior decorating and so on, you will be happy in the society or women's department.

And if you believe that in time you can develop managerial ability, you have a chance, just a chance, of heading the women's department. It is true that there is a trend to hire men as women's editors, but there are still many newspapers which prefer to leave the women's page or pages in a woman's hands.

For any newspaper job you will need the best general education you can get. It is possible to begin with a high-school education if you start with a small paper. In recent years, however, a college degree has been a requirement.

Some controversy exists over the desirability of a journalism

major at college. Some newspapers hire journalism graduates and others liberal-arts graduates of high standing who can pick up the newspaper craft readily and be trained on the job. If you are of precollege age, make inquiries in your own town and then make your decision. If you have your journalism degree in hand, find a newspaper that agrees with you. There are plenty, because many prefer a man or woman who can sit right down to a typewriter and go to work without much breaking in.

If you specialize in women's news you will need an education both broad and deep in the fields of interest to women. You can and will learn as you go along, but the more you know to begin with about textiles, home furnishings, color, fashions, the cosmetic industry, meal planning, child behavior and every career open to women, the better chance you will have to get and write acceptable stories.

When you go to see someone to get an interview, you will have to be able to talk her language, whether it is the language of the theater, the home-furnishing business, the social-welfare field or the teaching profession. No matter how co-operative she is, she cannot give you a good story unless you know enough about her field to get it.

Some newspaperwomen believe that a home economics course is the best background for work in the women's departments. Others say they have found that many home economists know their fields very well, but do not know how to write. First and foremost, a newspaperwoman has to know how to inquire and how to write.

Get whatever education you can, as much as you can. Learn the English language. There is no special writing called "newspaper writing." Good writing is good writing, and the newspapers today demand that their writers know grammar and good usage. They demand clarity, brevity, honesty, accuracy.

Read, read everything. Newspapers, news magazines, the Bible, Dickens, Shakespeare and the beatniks.

Learn how to talk and ask and listen. Develop a sharp and accurate ear, a receptive attitude, an empathy with everyone you meet. Train your fingers to be fast on the typewriter, your mind to

be quick on the trigger. These are your tools. Keep them sharpened up and they will give you a wonderful life.

As a beginning reporter, you will probably be paid somewhere between \$50 and \$75 a week. As a woman you will not make as much as a man with the same background, doing the same job. Do not be discouraged. Women in your field have come a long way; they should not be dismayed that there is still a way to go. Every achievement is an advance which benefits everyone.

Newspaper work is the field for you if:

1. You are curious and communicative, like to ask and like to listen;
2. You have a high-school diploma and are willing to start on a small newspaper, weekly or daily, and work long hours, or
3. You have a college degree and a talent for fast and accurate writing and are willing to start at the bottom on a daily metropolitan newspaper;
4. You have an interest in and enjoyment of all types of people and the ability to find common ground with them;
5. You would enjoy the camaraderie of a newspaper office.

For further information make an appointment with a city editor (for straight news reporting) or a women's editor (for news of interest to women) or arrange an introduction and talk to an established newspaper man or woman to help you clarify your ideas.

For further information write to:

American Newspaper Publishers' Association
750 Third Avenue
New York 17, N. Y.

Or consult *Editor and Publisher Yearbook* in your public library.

NURSING PROFESSIONS

REGISTERED NURSE

ALMOST ANYWHERE IN THE WORLD, at almost any time or age, a registered nurse can find a job, full-time or part-time. There are not enough nurses now (the country is 70,000 short, according to the latest figures), and the need grows as the population grows.

Nursing is a respected career which continues to offer unusual rewards, benefits and opportunities. Nursing takes a young woman into every level of society, brings her new interests, complete financial security and enough variety to satisfy the most ambitious. It also gives the satisfaction of real usefulness.

If you are interested in nursing, you will find that there are two ways to become a registered nurse. You may enroll in a hospital nursing school for a three-year program leading to a diploma in nursing. Since hospitals need nurses, the tuition is usually very reasonable, ranging from \$200 to \$500 for the complete three-year course. Most registered nurses are trained in this manner. It also offers the benefit of room, food, laundry, uniforms and books without charge. In return, you will serve the hospital as a student nurse, getting your training in actual hospital work. Your classes and work hours together will usually add up to forty hours a week, and you may have one or two days a week free.

On the other hand, you may enroll in a college or university offering a four- or five-year college program with a major in nursing and a bachelor's degree. This way takes longer and costs more, but gives you a head start toward executive jobs in nursing. This way, after four or five years of academic and nursing work and practical experience in the field you will have a Bachelor of Arts degree and a nurse's diploma.

In any case, you will take an examination with the nurses' licens-

ing board of your state, and when you pass it you will have the right to put "R.N." after your name.

You won't make a fortune as a nurse, but you will always have a good income. An average salary for a general-duty nurse ranges from \$3,100 to \$4,200 a year. Promotion can be rapid if you show ability and ambition, and top salaries in administrative jobs range from \$12,000 to \$14,000 a year.

The possibility of travel is one of the unusual advantages of the nursing career. You may choose foreign service with the World Health Organization, with the government's civilian operations or with one of the armed services. Industry also sends nurses abroad. As a graduate nurse without experience, you can enter the Army Nurse Corps or the Air Force Nurse Corps with the rank and pay of second lieutenant. In the Navy you may enlist as an ensign. You will receive full pension privileges in the armed services or under civil service. Other nursing jobs are covered by Social Security, and many offer retirement benefits.

Just as a doctor does, a nurse may enter general practice (general duty in a hospital, a factory, a hotel, a department store) or private practice, may specialize or seek an administrative post. The last is the most lucrative.

If you decide to specialize, you may choose pediatrics, obstetrics, surgery, orthopedics, psychiatry or teaching. Schools, doctors' offices and public-health services also need nurses, and if you prefer to be your own boss you may be a private-duty nurse and choose your own hours and cases.

Even as nursing offers a great deal, it requires corresponding strength and effort. You will need stamina and good humor every day of your life.

This is the field for you if:

1. You are a good and flexible student, willing to learn many complicated techniques and skills, and to continue to learn as conditions and equipment change;
2. You can be patient with the patients, sympathetic but matter-of-fact, cheerful at all times;
3. You can be trusted with the lives which will be in your hands—are careful, reliable, accurate, discreet;

4. You have a real calling for the field—the desire to heal the sick which sent Florence Nightingale to the Crimea over a hundred years ago and has sent many fine women all over the world ever since.

If you are seriously interested, be sure to enter an accredited school. For further information write to:

Committee on Careers in Nursing
2 Park Avenue
New York 16, N. Y.

NURSE'S AIDE

As a nurse's aide you will feed and bathe patients, make beds, attend to the personal comfort of patients and in general provide nonprofessional care. With the shortage of registered nurses, nursing aides carry on much of the routine, nonmedical work of the hospital. You may also be directed to take temperatures and pulses by the registered nurse in charge.

You will need physical stamina and patience for this work. No special preparation is required, but a high-school education is preferred. Wages range widely, according to the area, all the way from an average \$29 a week in Atlanta to \$52.50 in Los Angeles. If you are considering the possibility of nursing as a career, you might do well to take a summer job as a nursing aide to see if you find the atmosphere and the working conditions congenial.

For further information, consult the director of nurses at a nearby hospital.

PRACTICAL NURSE

If you have had two years of high school and are eighteen years old, you are eligible to take twelve to eighteen months of training and become a practical nurse.

Many vocational schools offer courses in practical nursing which may be taken regardless of age. There are also some special schools

for practical nurses, most of which charge tuition and admit women who have had two years of high school.

Most states require practical nurses to be licensed. Qualifications for the license vary, but usually include passing a test. Some states require, in addition, two to four years of high school.

As a practical nurse, you will take a patient's temperature, blood pressure and pulse and record them on his chart. You will bathe and dress patients, feed them and record their intake, collect specimens, change dressings, give medication as requested and administer nonmedical treatment.

You may bathe, dress, change and feed newborn infants. You may escort a patient on a stretcher or in a wheelchair or help convalescents to walk. You will work under the supervision of a registered nurse or, if you are working in a home, you will follow the instructions of the doctor or public-health nurse.

You will need qualities like good judgment and poise, a genuine liking for people, dexterity and strength, and an interest in the welfare of those under your care.

Salaries range from \$43 a week in Atlanta to \$57.50 in New York City. Tuition usually costs between \$50 and \$100 for the full year's course, a sum you will earn back in two or three weeks. In addition, uniforms and books are usually furnished.

There is no age limit in practical nursing; any vigorous woman from eighteen to fifty may qualify. Practical nurses are always in demand, so you can count on working full time or part time at any time in your life. You will wear a white uniform, a white cap, white shoes and stockings, and the letters "L.P.N." (licensed practical nurse) on your sleeve.

You will find jobs available in hospitals, visiting-nurse agencies, nursing homes, school infirmaries, doctors' offices, public-health services and some industries. You might also find a job with an airline, a summer camp or a steamship.

This is the field for you if:

1. You like to meet people and face new experiences;
2. You can take a year to attend an approved school of practical nursing;

3. You are cheerfully ready to help those who are sick, and have splendid health yourself.

For further information on both practical nursing and working as a nurse's aide, write to:

National Federation of Licensed Practical Nurses
250 West Fifty-seventh Street
New York 19, N. Y.

National League for Nursing
10 Columbus Circle
New York 19, N. Y.

OCCUPATIONAL THERAPY

OCCUPATIONAL THERAPY is a natural career for a woman. Most women are born with the desire to aid others, to help the sick get well, to restore the maimed to usefulness. Since there are now about three good jobs for every occupational therapist, the career is bound to be an important and profitable one as well. There are now 5,800 registered occupational therapists. By 1961, 15,000 more will be needed.

The occupational therapist needs a wide range of knowledge and a wide variety of skills. These demands make her work rank high among today's professions of particular interest to women. She helps the victims of industrial accidents, cerebral palsy, heart disease, polio and mental illness back to normal or nearly normal life and livelihood.

The O.T.'s work is sometimes called "curing by doing," because a patient's recovery takes a long leap forward when he discovers some satisfying occupation to shorten the long days of illness and convalescence.

Your main goal in this work is the physical and mental recovery of the patient, and a secondary goal is almost equally important.

You may help the handicapped person acquire a job skill. Therefore you need a creative mind, a sympathetic heart, a practical viewpoint toward illness or handicaps and an educational background both broad and deep.

The greatest demand for your services as an occupational therapist will be in hospitals. You may work for the Veterans Administration or the military services—Army, Navy or Air Force. You will probably, sooner or later, specialize in one field—psychiatry, cerebral palsy, polio, heart disease, work with children or the aged.

You will need at least four years of college training leading to a degree of Bachelor of Science in Occupational Therapy. This degree (worded somewhat differently in some colleges) is offered by thirty or more colleges accredited by the Council on Medical Education and Hospitals of the American Medical Association.

If you already have a college degree but not the required training in occupational therapy, you can fill in the gaps with an advanced-standing course of eighteen months divided between academic and clinical work.

In addition to the four-year O.T. course, you will need a nine- or ten-month clinical internship in a hospital. In some institutions there may be a \$100-a-month stipend; in others, none at all; in still others, your maintenance will be provided.

In any case, your background should include basic science courses in anatomy, physiology, neurology, psychology and sociology; in clinical subjects such as general medical and surgical conditions, tuberculosis and heart disease; and in interpretation of the principles and practices of occupational therapy in pediatrics, psychiatry and orthopedics.

You will also need to know as much as you can about creative arts, skills and crafts, among them leatherwork, jewelry making, ceramics, woodcraft, photography, metalwork, textile crafts, reed and cane work and bookbinding. You need not be expert in all fields, but you will need to know enough and care enough about them to set such activities in motion. (You may also be able to enlist expert volunteer help.)

When you are fully qualified to practice, you may use the initials "O.T.R." after your name.

Salaries in this field start at \$4,200 to \$4,700 and may with experience go as high as \$7,000. Some jobs with administrative duties pay \$10,000. The greatest reward, however, according to workers in the field, is the profound satisfaction of helping someone progress from despair and defeat to hope and progress and finally to a good life and suitable work.

This is the field for you if:

1. You are deeply interested in people of all kinds, classes, ages, degrees of health and ill health, people of all temperaments and types (since knowledge of and interest in human behavior is vitally important in this field);
2. You have or can get the necessary education in sciences and psychology and the practical knowledge of crafts and skills;
3. You have the kind of warm, friendly personality which inspires confidence and trust, plus ingenuity and imagination. Each patient, each problem is different, requiring a different solution.

For further information and a list of the accredited schools write to:

American Occupational Therapy Association
250 West Fifty-seventh Street
New York 19, N. Y.

OFFICE WORK

CLERICAL WORK is the largest of all employment fields for women. About three of every ten employed women are office workers. More than 90 per cent of stenographers, typists, secretaries, telephone operators and attendants in doctors' and dentists' offices are women, and women also hold more than three fourths of the jobs as bookkeepers, cashiers and office machine operators.

Clerical workers are used in all industries. The smallest of towns has some office work, but of course the greatest amount and variety of office work is available in large cities, in which generally the

large government offices and the central offices of insurance companies, banks and real-estate companies are located.

The minimum educational requirement for office work is usually considered to be high-school graduation or business school graduation. The most needed office skills, stenography and typing, may be acquired at high school or in business school courses.

Typing skill is an asset for almost any kind of clerical work. Reading comprehension, numerical skill, knowledge of spelling and grammar, the ability to get along with others are some other qualifications rated high.

Office work has many advantages. It requires only a minimum education, and yet it is a field in which you can pile up skill after skill, learning and earning more as you go, until you can command an impressive title and salary.

Many companies offer special training courses in the use of equipment, such as switchboards, dictating machines and electric typewriters. Most companies which employ large numbers of office workers like to encourage their people to add to their skills and prepare themselves for more responsible jobs. They promote from within wherever possible, and it is within the realm of probability that you could begin as a file clerk and eventually become a private secretary, provided that you acquire the necessary skills along the way.

During the 1960s many clerical openings will occur each year as a result of high turnover in this field. This turnover is brought about by young women leaving their jobs to marry or care for their children, and also by new opportunities arising from employment growth.

In spite of the use of business machines, labor-saving equipment and more efficient management methods, clerical occupations have increased. The rise in employment of secretaries, stenographers and typists continues. But the growing use of bookkeeping machines has changed bookkeeping from a hand operation to a largely mechanized one. In small offices, however, bookkeeping may continue to be done by hand.

In 1958, the installation of 1,000 high-speed electronic computers in industries and government agencies reduced somewhat the

need for sorting and filing clerks, but added a few new higher-skilled and better-paid jobs. This trend will probably continue.

Electronic systems are complicated and expensive, and it will be years before the full impact of office automation is felt. But in the 1960 decade there will be wider use of such office equipment as improved bookkeeping machines, calculators, adding machines and photographic and other duplicating equipment.

Women clerical workers who begin as file clerks and office girls earn average salaries of \$45 to \$55 a week. Women clerical workers who earn the highest salaries are secretaries, whose average pay ranges from \$66 a week in Memphis, Tennessee, to \$89.50 a week in Cleveland, Ohio. In general, pay levels for office workers are higher in manufacturing industries than in nonmanufacturing industries, and higher still in public utilities.

Another important advantage of office work is that you can work at it full time or part time, a few days or weeks at a time or a few hours a day. You can even leave it for several years and return to it and find that you are welcome. Temporary-help services will help you if you are interested in part-time or temporary work.

Now let's consider the individual jobs in the office work category.

Typists usually spend a great deal of their time typing copies of printed or written material. Junior (Class B) typists usually type simple copy or routine forms. Senior (Class A) typists usually copy material from rough drafts, plan and type complicated statistical tables and must understand the use of technical terms, abbreviations and printers' symbols.

Many typists also perform other duties, such as filing, answering telephones, sorting mail, proofreading copy and operating office machines. Typing requirements vary somewhat according to the employment demands of a particular community or employer, but these are average working speeds which are considered acceptable:

General typist	40 to 55 words per minute
Technical typist	50 to 65 words per minute

Stenographers are typists who can take dictation from one or many persons and transcribe the dictation on a typewriter. Many

stenographers transcribe from records and perform other duties, such as compiling and typing reports, answering telephones and operating switchboards. Some also run office machines. Some become specialists, such as technical or legal stenographers, and others may develop into foreign-language stenographers or court reporters.

Junior stenographers take dictation at the rate of 70 to 100 words per minute, transcribe 25 to 35 per minute and type from 40 to 50 words per minute. Senior stenographers, those with more experience, take dictation at 100 to 140 words per minute, transcribe directly on a machine 35 to 40 words per minute and type 50 to 60 words per minute.

Court reporters are highly skilled stenographers who make verbatim reports of proceedings in a court of law. They must be able to record accurately, at high rates of speed, from many speakers for several hours at a time. They often take shorthand at the rate of 150 words or more per minute, transcribe at 55 to 65 and type at 70 to 80 words per minute. Sometimes they use a microphone and a dictating machine.

Secretaries also have stenographic work, but in addition they handle many other duties. After some experience as a stenographer you may qualify as a secretary and become a valued assistant to an executive. The responsibilities of a private secretary depend on the job of the executive she works for. On her own a secretary may handle some business details, acknowledge letters, schedule appointments and gather information. She may attend to correspondence of a confidential nature and also handle some details of her employer's personal or social life, such as selecting gifts for family, friends or business associates.

A private secretary to a key executive usually has a more varied list of responsibilities and duties than the secretary-stenographers who work for minor executives. She may attend conferences, understudy the employer's job and advance in time to a post as executive secretary or administrative assistant. Sometimes she gains authority to make decisions, plan office routine and do public-relations work.

A secretary may specialize in legal, medical, engineering or some

other types of work. A legal secretary helps to prepare legal papers and types legal documents. A medical secretary often takes dictation involving medical terminology and combines these duties with routine laboratory tasks. Engineering secretaries must be familiar with the technical language of the special field and sometimes are required to read blueprints.

Literally thousands of openings for typists, secretaries and stenographers are available each year. It is predicted that through the 1960s employment in this field will rise as the economy expands and office work becomes more and more complex. Automation is not expected to lessen the demand for stenographers, typists and secretaries in the near future, although work requirements may change somewhat with the installation of new machines, systems and procedures. Stenographers and secretaries will continue to have a wider choice of jobs than typists. Experienced secretaries are almost always in demand.

If you are the wife of a man who is transferred frequently from city to city, you can count on getting interesting part-time work anywhere you go if you have stenographic or secretarial skills. If you prefer to leave the business world entirely until your children are grown, you can return in later years to office work, brush up on your typing and shorthand and once again have the satisfaction of doing a job that is needed. Many employers now recognize that maturity is often an asset in office work, and that mature women are dependable workers.

Bookkeeping jobs in large offices range from beginners' jobs as clerk or machine operator to the highly responsible position of head bookkeeper. First jobs include routine tasks such as posting items by hand, entering vouchers and recording data on accounting forms.

Bookkeeping-machine operators may use a relatively simple machine recording only one type of data, or a highly complex machine which records a variety of data. Some bookkeepers post and balance accounts and prepare summary reports.

General bookkeepers in small businesses keep complete records, making entries, posting ledgers, balancing books and compiling reports. In large-volume businesses they may work only on one

section of records or, as head bookkeeper, hold the responsibility for all activities in the department.

Of the country's 900,000 bookkeepers, more than three fourths are women. The largest groups of employers are retail stores, wholesale houses, manufacturing firms and finance, insurance and real-estate companies.

A high-school education which includes courses in typing, shorthand and office machines is the minimum requirement for an entry job in bookkeeping. Many large companies now offer on-the-job training in office machines or take part in co-operative school and work programs. For advancement in this field, special courses in accounting or extensive bookkeeping experience are necessary.

Average weekly salaries of women bookkeepers range from \$55 to \$70 in entry jobs, from \$68 to \$85 in more responsible jobs. And women bookkeeping-machine operators earn from \$62 to \$82 weekly, depending on geographic locations.

Office machine operators are workers who use any one or more of a variety of machines. They usually have titles which identify them with the machine they use: adding-machine operator, calculating-machine operator, billing-machine operator or key-punch operator. In large offices the machines used may range from letter openers to electronic computers. Some machines require constant attention, others run automatically when set in motion. But the jobs are usually routine and repetitive.

A small but increasingly important group of office machine operators tend the new high-speed computing systems. A console operator follows instruction sheets and pushes control buttons on a central computer in order to process punch cards or magnetic tapes.

Over 200,000 office machine operators, 80 per cent of them women, are working in nearly every industry. For many of these jobs high-school or business school graduation is required, and courses in the operation of office machines are helpful. As a rule, companies provide on-the-job training in office machine operation, and the length of the training varies according to the complexity of the machine.

Finger dexterity, co-ordination and some mechanical ability are

helpful in learning to operate office machines. Many job openings are expected in this field during the next decade. Many businesses are smothering in paperwork and looking to office machines and their operators to gain breathing space and time for more creative work.

Although office automation lies ahead, it is unlikely that elaborate and expensive equipment will displace machine operators in the near future. The process of ordering and installing such machines and putting them into operation is a long and expensive one, even for large companies.

In time, of course, changes will be made. Billing machines will be replaced by computers, but new workers will be required to run the computers, and new jobs related to office automation will become available.

Average weekly salaries for office machine operators range from \$53 to \$85 a week. Workers who run these machines must be able to adapt themselves to routine and repetitive work and the noise of the machine. In time they do not hear the noise, and for many people repetition of a task is satisfying.

Office work is the field for you if:

1. You have some basic skills, such as shorthand and typing or an office machine skill, and the willingness to improve and add to your skills;
2. You are interested in an occupation in which you can find a job in any city of the country at almost any time;
3. You are looking for the kind of job which can lead to advancement;
4. You want the kind of work that will fit in with homemaking, either on a part-time or on a full-time basis.

For further information write to:

United Business Education Association
1201 Sixteenth Street, N.W.
Washington 6, D. C.

Superintendent of Documents \
Washington 25, D. C.

(Ask for Women's Bureau Bulletin 263, *Employment Opportunities for Women as Secretaries, etc.*, price 20 cents; Bulletin 1241, *Automation and Employment for Office Workers*, price 15 cents.)

PERSONNEL WORK

IF YOU ARE PRIMARILY INTERESTED in dealing with people, personnel work may offer you a satisfying career. Some companies prefer to hire college graduates trained in this field; other companies prefer to draw their personnel staffs from their own employees, who have had experience with the company operation. In general, employment prospects are best for college graduates with specialized training in certain aspects of personnel work, such as psychological testing, safety engineering, counseling and industrial relations.

You will find a variety of jobs available in this field. The top-ranking one, of course, is that of personnel director. Her job is to help the company make the best and most effective use of its employee abilities. She is responsible for recruiting and hiring procedures and for the maintenance of personnel records. In addition, she may, depending on the size of the company and its personnel staff, counsel employees, classify jobs, plan wage-and-hour structures, develop safety programs and conduct research programs in personnel methods.

In large companies, labor relations, employee training, and the administration of retirement and other benefit plans are also important aspects of this work. In a small business you may handle all personnel problems and in some cases have other duties as well. In a very large business you will be in a department of several hundred persons.

As a woman in this field, you will find your best opportunities in organizations which have many women employees, such as department stores, telephone companies and government agencies. Advancement opportunities are expected to continue to be some-

what limited, but a growing number of women will achieve top jobs, according to a government bulletin.

Most important to success in personnel work are the ability to speak well and to write well and the talent for working with people of all levels of intelligence and experience. This is essentially a communications job. The ability to communicate your ideas and to understand the attitudes and ideas of others is essential. Charm and persuasiveness also help.

Your salary as a beginner may be anywhere from \$3,000 to \$4,500 a year if you are a college graduate. In government service you would start at \$3,670 with a B.A. degree and \$4,525 with an M.A. degree. Lesser education means lesser job and salary.

When you win a personnel director's job, or another top personnel post, you may expect to make \$10,000 a year. In a small company, however, it may be closer to \$5,000, and in a very large corporation it may be as high as \$60,000.

This is the field for you if:

1. You feel a basic kinship with all kinds of people and can establish instant rapport with the person across the desk;
2. You are interested in detail work and have a flair for establishing and keeping systems and records;
3. You either have a college degree or are willing to start in a minor position and work your way to a higher-ranking personnel job, a method that works well in some companies.

For further information write to:

American Society for Personnel Administration
Kellogg Center
East Lansing, Michigan

Public Personnel Association
1313 East Sixtieth Street
Chicago 37, Illinois

PHARMACY

PHARMACY IS AN EXCELLENT FIELD for women, even though not many women have discovered it. The 6 per cent of pharmacists who are women are working in all phases of pharmacy. Some are in retail pharmacy, many are in hospital pharmacy. Still others are employed in laboratory work, administrative jobs, research or teaching. Their services are especially valued in hospital pharmacy and laboratory work.

Women who become registered pharmacists and then marry and raise families need not lose their professional skill or standing. Because of the law in most states that every drugstore must have a registered pharmacist on duty at all times, and the fact that most drugstores are open from nine in the morning until ten or eleven at night, a qualified woman can always get a part-time professional job in a retail drugstore. When her children are grown she can easily find full-time professional work if she wishes.

Women are becoming more aware of the career possibilities in pharmacy, and in some colleges of pharmacy one out of every five students is a woman. In others it is one out of ten. Nationally one out of twenty pharmacists is a woman. In Puerto Rico the proportion is higher, as it is in some foreign countries—France, for one.

Since pharmacists who own drugstores generally do better financially than lawyers or dentists, a woman pharmacist who is left a widow with a family to provide for can return to her profession, invest her savings or insurance in a drugstore and by using her professional training and good business management make a good living for herself and her family.

If you are considering pharmacy, prepare yourself for a long training period. In high school take all the math and science you can get, but take liberal-arts courses too. Select a school of pharmacy and prepare for its specific requirements.

Many of the qualities that make for success in pharmacy are second nature to women. As a pharmacist, you must be devoted to order and cleanliness. You must be meticulously careful in the

compounding of medicines. You must be a fastidious housekeeper. You must enjoy serving the public.

Beginning in 1960 the course leading to a Bachelor of Science degree in pharmacy has become a five-year one instead of the previous four-year course. Much study and preparation are crowded into these years.

Thorough training is required for the exacting work of the pharmacist. In the first year of college, general courses are offered, but later years are filled with highly specialized courses, such as bacteriology, pharmacology, medicinal chemistry, drug analysis and drugstore management. Like a doctor, a pharmacist must "intern" for a year by working in a drugstore under the supervision of a pharmacist and then must pass an examination covering all phases of pharmacy before getting a license to practice. Courses and requirements vary somewhat from state to state.

As a pharmacist you will need to keep on learning just as a doctor does. New drugs are being developed all the time and you must keep up with each new development in order to fill prescriptions.

Drugstore management is a highly lucrative field. Most students who train to become registered pharmacists plan to open their own drugstores, and incomes from these stores run between \$10,000 and \$40,000 a year. Some pharmacists have started drugstores with as little as \$5,000 to invest.

If you find that you are a good storekeeper and expand your single store into a chain, you have a chance of doing well financially. There are 56,000 drugstores in the country and they take in over \$5,750,000,000 a year.

However, if you do not wish to go into business for yourself, you can as a pharmacist always get a job. Of the 111,000 registered pharmacists in the United States, 99,000 are in retail pharmacy and the rest are working in the drug and chemical industries, colleges and hospitals. Some represent drug manufacturers and others are engaged in research, distributing and teaching.

The bigger incomes, of course, are to be found in retail pharmacy. A pharmacist right out of college can usually count on finding a job that will pay \$100 a week. If you manage a chain drug-

store, your salary may be \$8,000 and more. Industry is also ready to pay you well. The continuing development of new drugs makes the pharmacist more important than ever to the community. More than half the potent drugs now being prescribed were unknown before World War II, and doctors depend on pharmacists for accurate data on these drugs.

One of the most interesting things about pharmacy is the way it seems to lead to public service. The pharmacist naturally develops a wide acquaintance among men. Pharmacists have become state governors, state senators, heads of education boards, sponsors of community chests, leaders in civic activities of every sort, and in time, women pharmacists may also "graduate" to public service.

Pharmacy is the field for you if:

1. You have a scientific turn of mind and an interest in medicine and chemistry;
2. You have all the qualities of a good housekeeper;
3. You enjoy dealing with people and would like a wide acquaintance-ship;
4. You have a flair for business management;
5. You can complete the five-year college course leading to a Bachelor of Science degree in pharmacy and pass the licensing examination.

For further information write to:

American Pharmaceutical Association
2215 Constitution Avenue, N.W.
Washington, D. C.

PHYSICAL THERAPY

THIS IS A CAREER of science and service, very much open to women (there are now more than five thousand unfilled physical-therapy jobs in the United States) and well suited to the womanly instinct to serve.

Physical therapy is the science that deals with the prevention, correction and alleviation of disease and effects of injury, by

employing manual and other physical means and devices according to the prescription of a physician. A physical therapist works with other members of the rehabilitation team to help the ill and the handicapped achieve maximum restoration of physical function.

If you decide to become a physical therapist, you will take professional training, ideally a four-year college course in physical therapy. If you already have a bachelor's degree in another field and the necessary prerequisites, you can gain a certificate in physical therapy in a year or a year and a half. Most states require that you be licensed or registered in order to practice.

As a physical therapist you will test the patient carefully to discover what he can do for himself and then administer treatment prescribed by his physician. Such treatment may include the use of special exercise, massage, mechanical equipment, heat, light, electricity or water. The treatment aims to help patients recover the use of disabled parts of their bodies. Disabilities may be due to muscle, nerve, joint or bone diseases or to injury by accident. Physical-therapy treatment also may follow disabilities resulting from polio, cerebral palsy and arthritis.

In this vital work you will teach patients how to use and care for crutches, braces, wheel chairs and other equipment, and you will also teach their families how to help them adjust to conditions at home and at work. An important part of the job is helping the patient learn to live within new limitations, to help himself and to find a satisfying life.

You will work in a private, state, county or veterans' hospital, or in a rehabilitation or treatment center, or in a school for handicapped children, a public-health agency, a doctor's office or a clinic. Professional prestige and great satisfaction accompany this rehabilitation work.

There is an urgent need for physical therapists in almost every hospital and in every part of the country. As a fresh-from-college beginner, you can earn \$3,750 annually, plus your maintenance, or from \$4,040 to \$5,985 in civil service. You will also be welcomed by the armed services, which will give you a commission as an ensign or a second lieutenant and a salary of \$4,063, including subsistence.

Since the field is so vast you may specialize in an age group, such as children, or in working with the victims of a particular handicap, such as amputees. Whatever the area of your choice, you will need emotional maturity, manual dexterity, interest in humanitarian service, patience and stamina. You will also need the ability to work with other specialists, such as doctors, teachers, nurses, social workers, occupational therapists and psychologists.

Physical therapy is the field for you if:

1. You have a genuine desire to serve those who are ill or handicapped and an interest in helping them get well or recover enough physical ability to lead a satisfying life;
2. You have great patience, resourcefulness and stamina, plus good physical and mental health.

For further information write to:

American Physical Therapy Association
1790 Broadway
New York 19, N. Y.

The state board of medical examiners in your state.

The physical-therapy director of any school approved by the American Medical Association.

PSYCHOLOGY

PSYCHOLOGY has been called the science of human behavior. A psychologist tries to define the reasons why people think and feel and act as they do, both for their benefit and for that of others.

But human beings are very complicated, and so is the study of their behavior. The scope of psychology is so broad that psychologists now tend to specialize in one or another of its branches.

There are two major types of psychologists: those who specialize in the applied fields of psychology and usually work directly with people and those who specialize in the basic science of psychology and work in research or teaching. About one fourth of the psychologists in the United States are women, and the increasing demand for people trained in psychology in the schools, in industry and in government agencies indicates that women will continue to find good opportunities in this field. However, some young people with only masters' degrees have had difficulty in finding jobs. Many employers insist upon a doctorate, which is almost mandatory for research or teaching.

There are many different kinds of psychologists, among them clinical psychologists, counseling psychologists, industrial psychologists, social psychologists, and educational psychologists.

Most employment opportunities for women psychologists will probably continue to be in clinical and counseling psychology. About half the women employed as professional psychologists are clinical psychologists. Until recently women have found it difficult to get jobs as industrial psychologists or with psychological consulting firms, but there are some exceptions, and in this as in the other major breakthroughs by women, it is the exceptional woman who qualifies.

Clinical psychologists are primarily concerned with problems of mental health and human adjustment. It is a natural branch of applied psychology for a woman to choose, because women are instinctively interested in helping people.

As a clinical psychologist you would try to help those who have what are sometimes called "personality problems." You might work in a clinic, a mental hospital, a child guidance center, in prisons or courts, in college counseling centers or in some school systems. You might do research, but it is more likely that you would use research results to help individual children or adults. You would probably work as a member of a team, including a psychiatrist, a social worker, a psychiatric nurse and an internist or another specialist.

If you have your Ph.D. in psychology and have spent an internship period in a mental hospital or clinic, you will probably

assist in the diagnosing of personality disturbances. You may carry on some psychotherapy, the process of treating those with emotional or personality ills. If you have a master's degree only, you will probably be restricted to giving tests.

Many women find counseling psychology the most absorbing of all. As a counseling psychologist you would probably work in a marriage clinic, a vocational-guidance center or a student-counseling center. Or you might work for a consulting firm. Your clients would be apt to be adults or young people in their late teens. You would use tests, school records, interviews and family conferences to help an individual solve a personal problem or choose a career. With a master's degree, you might qualify for some of this work, particularly the giving and interpreting of psychological tests, and for some vocational counseling. Those with doctorates are preferred for the more responsible counseling positions.

A Ph.D. in clinical or counseling psychology usually requires four or five years of graduate study, including one year of internship or supervised experience. Specialists in other psychological fields can frequently finish with study for a doctor's degree in three or four years.

As an industrial or consulting psychologist you would, through tests or experimental studies, help a business or industry fit people into the right jobs or find the best men for certain top jobs. You might also aid in improving training programs so that the workers could *make the best use of their abilities and the company could make the best use of its people*. Another group, "human engineering" psychologists, designs or redesigns machines to fit human capabilities. Military psychologists study methods of choosing pilots for the Air Force and submarine personnel for the Navy. They also study the effects of supersonic flight and the so-called "combat fatigue."

As a social psychologist you might specialize in public-opinion surveys for various branches of the government, for advertising agencies or for businesses. You would aim to find out why people buy some things and do not buy others. Or you might do research on the qualities that make for leadership in different areas, or on the causes of religious intolerance, or on the effects of disaster on

communities. Your interest would lie in the behavior of human beings as members of groups.

As an educational or school psychologist, you would devote yourself to the problems of young people in our society, especially the problems involved in learning and teaching. You might help a child who seemed to have difficulty getting along at home or with other children, or in learning to read. For this important work a master's degree is the minimum educational qualification, and in some cases a teacher's certificate is also required.

You can see that the educational requirements are high in applied psychology because you will be dealing with the most important ingredient a country has, its people. You will be helping them think through to solutions and decisions that may affect their lives and the lives of those near to them. You will see also that the personal qualifications for this work are high. Emotional stability is one, maturity is another, a deep and sincere interest in people is a third.

Although the schooling is long and the financial investment considerable, you would have an opportunity to get financial help, either in part-time employment or in outright grants, such as a fellowship from a university. Federal agencies such as the Veterans Administration and the Public Health Service either provide funds or offer doctoral traineeships with part-time employment. Other scholarships and student loans are often available at universities and from private foundations.

Professional psychology is the field for you if:

1. You are deeply interested in the science of human behavior and wish to help others make a happy adjustment to life;
2. You are a good student (for advancement a doctor's degree is desirable and in some cases mandatory);
3. You are stable, emotionally mature and physically healthy.

For further information write to:

American Psychological Association
1333 Sixteenth Street, N.W.
Washington, D. C.

For information on traineeships and fellowships, write to colleges and universities with graduate psychology departments, and to these government agencies:

Chief, Vocational Counseling, Department of Medicine and Surgery

or

Chief, Clinical Psychology Division
Veterans Administration
Washington 25, D. C.

Office of Vocational Rehabilitation
U. S. Department of Health, Education and Welfare
Washington 25, D. C.

Training and Standards Branch
National Institute of Health
Bethesda, Maryland

Or write:

Vocational Guidance Manuals
1011 East Tremont Avenue
New York 60, N. Y.

You may also want to read *Psychology as a Profession*, by Robert I. Watson (Doubleday and Co., 95 cents).

PUBLIC RELATIONS

PUBLIC RELATIONS is a profession which seeks to influence the public in behalf of a client. It analyzes public opinion in regard to the client, his business or his product, conveys this opinion to the client, makes suggestions for improvement and communicates to the public the facts and attitudes which the client wishes the public to have. The client may be an individual,

a business or an institution, and the "public" may be the general public or a segment of the public.

You can see that in a field of this scope the opportunities are many and varied. Public relations has grown tremendously since World War II, is still expanding rapidly and will continue to do so indefinitely, since businesses and government branches are beginning to understand the importance of good public relations.

If you are interested in human behavior, in psychology, in the way people think and act as individuals and groups, you may look for and find in public relations an interesting and rewarding career. Publicity—the placing of stories and articles in newspapers and magazines, of "spots" on radio and of free time on television, is one branch of public relations. Another branch is lobbying, the effort to influence the legislative branches of government in behalf of special-interest groups or industries. Employee relations is a third.

There are public-relations jobs in almost every kind of business and in large and small public-relations agencies. These jobs are so varied that everyone from the social butterfly to the scholarly researcher can find a niche in public relations.

Many kinds of jobs come in the glamorous guise of public relations. You may write news releases, entertain visiting firemen, plan large and expensive parties, write speeches for the company president, organize a parade on some important community occasion and enlist the co-operation and financial support of merchants. You may work for a manufacturer, a department store, an advertising or public-relations agency. Your job may be the merest of the mere or the mightiest of the mighty, and you may well work up from one to the other.

In public relations, your sex, far from being a handicap, may prove to be a distinct advantage. Public relations welcomes women, and women have proved to be immensely successful in all of its varied aspects. Perhaps it is because P.R., as those in the field call it, requires and rewards certain feminine traits, such as tact, diplomacy, responsiveness, the willingness to listen endlessly to the other fellow's point of view, persuasiveness and an abiding interest in people.

On the surface, it would appear that your most important assets for public-relations work would be social. Most of your work, it is true, would be of the personal-contact type, and you can do a fine job for your employer if you can convince all that you and your employer and, indirectly, his work or product are on the right side. You are agreeable. You suggest, never demand, seldom even ask. You do a lot of things free for the community—social work, charity work, parties “just for fun.”

Beginners' jobs may include sending out publicity releases, clipping newspaper items about a client, typing reports, circulating policy notices, doing secretarial or office work, acting as a combination receptionist and girl Friday.

With more experience you will do a lot of writing (flyers, releases, pamphlets or speeches) and a great deal of contact work (arranging pictures or interviews, keeping in touch with many people who are important to the client), set up research projects, edit house organs, perhaps even do some public speaking yourself.

If you advance to a top job in public relations, you will be a publicity director for a firm, a director of volunteers for a hospital or nonprofit organization, a director of fundraising for a community chest, a director of research or education or information for an institution, an account executive for a large agency or the head of your own agency.

The essence of good public relations is ideas. If you are inventive and ingenious and if you have some of the communicative as well as the social skills, you undoubtedly have the right combination of abilities that will give you good prospects for success in public relations.

You may be called on to think of ways to keep your employer's or client's name before the public in the news or magazine columns. Many an ingenious public-relations aide has won the title of “special adviser to the president” or “executive secretary to the Governor.” In this capacity you advise on important decisions, some of which may affect a company's business or a politician's career.

If you are interested in a public-relations career there are several backgrounds which may be suitable. One is a college degree in

journalism and a few years in newspaper work. As a P.R. person, you will deal with newspaper and magazine people, and, while they do not always look with complete favor on the public-relations profession, they always have a regard for their own kind, even those who have left the fold.

Another good possibility is a well-rounded liberal-arts education, with emphasis on speech, dramatics, graphic arts, psychology, English, some journalism. Many employers feel that college is a minimum for P.R. contact work if only because it often provides the poise or polish or the many conversational points of interest necessary in dealing with different types of people.

There is always the possibility that you could get into public-relations work without a college degree, but in that case you ought to have something called the "equivalent." Valuable business experience, an impressive list of connections with influential people, a gift for conversation, an imposing family background, travel in and acquaintance with several countries abroad—all these would help.

Most important to your success in this as in any other business is your ability to believe in what you are doing. Representing a person or a product or a company to the public is much like selling. To do it well you have to believe in it.

Salaries in public relations vary widely from city to city and from job to job. As a well-accredited beginner, you could expect to make \$100 a week with an organization of any size. With experience and a record of effectiveness you may command \$10,000 or more. The accompanying expense account may help your living standard, although you will have to account for it not only to your employer but to the increasingly inquisitive income tax people as well. Actually, there is no ceiling on public-relations salaries in the upper reaches. Sums of \$30,000 and more are not uncommon in top jobs.

Public relations is the field for you if:

1. You have a liberal-arts or journalism degree, or the equivalent in business experience or general education;
2. You would like a job that consists primarily in dealing with people;

3. You are naturally gregarious and extroverted, with an easy manner and a flair for conversation;
4. You know how to talk and write well and would like to develop these abilities;
5. You would not object to irregular hours and a job that makes many social demands.

For further information write to:

American Public Relations Association
1010 Vermont Avenue, N.W.
Washington 5, D. C.

Public Relations Society of America, Inc.
375 Park Avenue
New York 22, N. Y.

Read the following periodicals, devoted primarily to advertising but including public-relations information:

Advertising Age
Advertising Agency
Printer's Ink
Tide

Read newspapers, at least two a day, news magazines, picture magazines and at least two of the more thoughtful periodicals, such as *Harper's* and *The Atlantic Monthly*. Whatever your job in public relations, you will need to know what is going on and what people think about it.

RADIO AND TELEVISION

TO GET A TRUE PICTURE of the national status of women in broadcasting, a year-long special survey was made in 1957 by American Women in Radio and Television, Inc. Question-

naires were directed to station managers in all radio and television operations in the United States. Stations were guaranteed anonymity, and no attempt was made to provide separate radio and TV breakdowns, except in the case of the on-the-air broadcasters. An independent market research analyst compiled the returns. The survey showed that about 22 per cent of radio and TV employees were women.

The survey also showed that women hold positions at every level of station operation, from general staff to top management. Secretarial, clerical, continuity and traffic jobs account for more than 50 per cent of positions, while 4.2 per cent are in the highest executive positions at stations.

The breakdown shows that about 20 per cent were secretaries, 15 per cent clerical, 11 per cent continuity, 10 per cent traffic, 5 per cent were on-the-air radio broadcasters, 2.8 per cent were on-the-air TV broadcasters, 2.8 per cent ran the musical library, 2.6 per cent were in sales, 2.5 per cent were office managers, 2.2 per cent were in promotion. Somewhat less than one per cent were in news or were producer-directors, publicists, artists or purchasers. Seven per cent of the women served in more than one capacity.

Most of the current literature on jobs in radio and television, from the government's *Occupational Outlook Handbook* to leaflets sent out by NBC's department of information, stress the facts that the industry itself is small, the competition for jobs is keen and the best way to begin is at a small local station which is not affiliated with one of the big networks.

Colleges, universities and some public vocational schools have courses in all phases of radio and television. There are no specific educational requirements other than those imposed by the job you are seeking. For example, an announcer must be fluent, with a pleasant voice and an easy manner. A writer of continuity must be able to demonstrate that she can write continuity. This ability, if you have some writing talent to begin with, can be acquired in a special course. Naturally, the more education you have, the better your chances will be. But with a minimum education and the willingness to work and study as you go, you will have a chance to advance in this healthy new industry.

Another possibility, of course, is that you apply to a radio or television station after extensive experience in an allied field, such as advertising, play directing or newspaper or trade magazine work.

Salaries in broadcasting vary tremendously, from something like \$40 a week for a clerical worker to more than \$10,000 a year for established and highly skilled announcers, chief engineers, directors and time salesmen in the larger stations.

Since radio and television have such impact, reaching into American homes every minute of the day and night to provide entertainment and information, the impression a viewer or listener gets is that the industry is huge. Actually, although broadcasting employment has expanded in recent years, it is still a relatively small field of work. In 1956 there were 80,000 workers in broadcasting, two thirds of them in radio and one third in television. There were 2,900 radio stations and 460 television stations, most of them independently owned and many of them affiliated with networks which supply programs on the basis of sharing the costs and the revenue of the shows.

There are four general types of work in radio and television stations: programming, engineering, sales and administration. About a third of broadcasting personnel are in programming, a fourth in engineering and the rest in the business management.

Programming means the planning, preparation and presentation of the station's programs. Workers in this department plan and produce the daily and weekly shows, assign staffers or special talent to cover certain events, and supply such services as music, make-up, sound effects and lighting. Special talent, such as actors, celebrities, singers, well-known announcers and other entertainers, are under contract to advertising agencies, program companies or sponsors. Usually these entertainers also work for night clubs, the movies or the theater.

If the station is a small one which broadcasts recorded, filmed and network shows, programming can be handled by a few people who read the news and the commercials and introduce network programs. On the other hand, a large station may have a staff of fifty or more in the program department.

A program director is in charge of the over-all program schedule.

A director plans and supervises individual programs or series. A producer is responsible for scripts, financial control and over-all production. One person may hold both these jobs and the title of producer-director. An associate director works out detailed schedules and plans, distributes scripts and script changes, and helps in directing the on-the-air show. A program assistant helps assemble and co-ordinate various parts of the show, arranges for props, make-up service, artwork and film slides and assists in timing the show and preparing the cue cards. Many associate directors and program assistants are women.

If you take a tour of your local television station (and this is a good idea if you are contemplating job hunting in television) you will be impressed at once by the air of youth, vigor, bustle and enthusiasm. This is a natural condition. Television is a young industry, with young people as employers.

From one station manager I gleaned a few words of advice for young women fresh from high school. "Get in on the ground floor at a local station which is not affiliated with a network," he counseled. "Try for a summer job and maybe you'll be able to hang on to it."

One of the jobs that attractive and capable young women are doing successfully in television is that of weather announcer. One is a former singer with Wayne King's orchestra. She married, decided she wanted to stay in one town and took a weather-announcing job which permits her to sing one song before she relays the weather news. Another had been a professional model and had taken dramatic courses. All have many qualities in common: they are young, good-looking in a natural way, fluent talkers, enthusiastic, radiating health and confidence.

For young women fresh from college, the best advice is to seek a job in continuity or programming in a rather small unaffiliated station which will permit you to learn as much as you can about the entire operation. The policy usually is to promote from within, and the result is that new people usually start at the bottom. One network information service reveals that some young women who have started as secretaries and stenographers have become administrative assistants, employment managers, junior press writers, office

managers, play readers, sales service managers and script editors.

The alternative to starting at the bottom and working up to the job you prefer is amassing years of experience and achievement in an allied field, such as newspaper work or advertising or public relations, and then going around to knock on doors with your record in hand.

Attractive jobs also exist for women in radio. Remember when television arrived and the predictions about radio were gloomy? Well, everyone now knows what happened. Radio rallied smartly and became livelier and more interesting than ever. Banished from the living room, perhaps, by the television screen, it turned up in every other room of the house. Kitchen radios, bedroom radios, radios for the children's rooms became popular. Then, consolidating its gains, radio became mobile. It went to beaches and baseball games. Transistorized, it lived in coat pockets. Most effectively tailored to the moment, it accompanied men and women to work in their cars and gave them a head start on the day with news and sports roundups. New stations sprang up, and with them exciting new jobs.

Many young women throughout the country are selecting music for the record shows. Others are writing continuity. Some are taping interviews on a tape recorder. All feel they are part of a lively new enterprise. Gone or fading fast are the soap operas. Programs for women are varied and informative, featuring news and "how to" hints, brief interviews and personality profiles, a recipe or two or a menu for the day.

As in television, the most likely way to begin is at the bottom, on a small local station which is not affiliated with a network, and which, therefore, has to scramble to turn out enough programs to fill a day with variety and sparkle, news and music.

Each of the local stations tries to develop a "sound" all its own, a characteristic something that the listener recognizes as he twists the dial. It may be a certain kind of music, or the banter of a popular "deejay" (disk jockey), or a series of notes marking the transition from news to commercial and back again. You might, if you are interested in radio as a career, spend some time listening to your own local stations and noting the identifying earmarks.

You may address yourself to a station which is proudly local. It holds local contests, discusses local issues and sometimes takes sides in brief radio editorials. Sometimes it broadcasts the location of speed traps or, after tuning in on police short wave, the search for a minor bookie closing in on a specified tavern, much to the delight of the tavern patrons and the discomfiture of the detectives. To a station like this, young, lively, aggressive and energetic, fresh ideas are the breath of life, the thing that keeps people tuned in. Listen intently, choose your radio station for the radio personality you like best, arm yourself with some fresh program ideas, and you stand a good chance of getting an audience and possibly a job in promotion or programming.

If, however, you are interested in radio or television as a performer, a singer, an announcer or a commentator, or as a woman doing a women's show, you ought to make some small name for yourself before you go about knocking on station or agency doors. Experience singing with a band, acting in summer stock, holding a highly popular class at the Y or establishing yourself as a lecturer for women's clubs or as a writer for your home-town newspaper would be most helpful. In radio your diction naturally will be important; it need not be flawless, but it must be pleasant. In television, your diction plus your appearance must bear scrutiny if you are to come before the camera's all-seeing eye.

To summarize the opportunities in broadcasting briefly: Women are doing almost every job there is, in both radio and television. Your best chance, whatever your background, is to start at a local station which is not affiliated with a network. With writing ability, or a flair for selling, or some talent or experience in dramatics, you may land a job with opportunity to add to your experience and skill and "work up" in the local station, graduate to another, larger one or make the big jump to a network. Many avenues are open to young women of ability and energy in this new, thriving, expanding field.

Broadcasting is the field for you if:

1. You are willing to start at the bottom in radio or television and work up;

2. You are undaunted by the prospect of hours that differ from those of other fields—for instance, working evenings, which are the “prime times” in broadcasting;
3. You enjoy a fast pace, which is common to radio and television;
4. You like working with people (it takes a team to put on a show);
5. You can qualify yourself with college or special courses or come with extensive experience in an allied field.

For further information write to:

Alumnae Advisory Center

541 Madison Avenue

New York 22, N. Y.

(Ask for the leaflet *Radio Jobs*, reprinted from *Mademoiselle*; 25 cents.)

Superintendent of Documents

Washington 25, D. C.

(Ask for *Employment Outlook in Radio and Television Broadcasting Occupations*, a reprint from *Occupational Outlook Handbook*, 1959 edition; 15 cents.)

REAL ESTATE

MORE THAN A HALF-MILLION men and women were selling real estate in 1958; about one fifth of the licenses belonged to women. Women are becoming more and more successful in this field. Almost every large real-estate company now has two or three saleswomen on its staff. They say that women are skillful in showing a house to women, that they know the features women will like.

A friend of mine who bought a house recently said that the sale was finally made through a woman. He and his wife had looked at many houses she had suggested, but none of them seemed suitable. Finally the real-estate woman said, “Would you mind if

"I looked at the house you have now?" They agreed. Shortly afterward she led them to a house which seemed exactly right for their furniture and their family.

There are two classifications in real estate. Salesmen are employed by brokers to show and sell real estate. Brokers, besides selling real estate, may rent and manage properties, appraise values, arrange for loans and develop building projects.

Real-estate selling is a fascinating business for a woman because most women enjoy looking at houses, and also because the woman's vote is usually decisive in buying a house. No specific education is required, but at least a high-school education is preferred. The ability to sell and to meet people easily is most important. Most states require licenses for real-estate women, involving a rather stiff examination.

Real estate also offers part-time work. Many thousands who have regular jobs as teachers, for example, sell real estate on the side. It is a particularly pleasant summer job.

Although there is a high turnover in real-estate selling, it is still a highly competitive field, because more and more people are interested in making extra money or a living in this way. Over the long view, however, opportunities in this field will increase because of the continuing population growth and the need of more families for more houses. Salesmen usually make 5 or 6 per cent of the purchase price. They keep half, and half goes to the company.

Real-estate selling is the job for you if:

1. You have the ability to sell, to meet people easily and to talk fluently;
2. You are interested in either part-time or full-time work;
3. You have at least a high-school education.

For further information write to:

Department of Education
National Association of Real Estate Boards
36 South Wabash Avenue
Chicago 3, Illinois

RECREATION LEADERSHIP

RECREATION is a basic need in everyone's life. For most of us it offers release from working-day tensions, an opportunity to relax and enjoy a pleasurable activity, physical or mental. For others recreation offers a lifeline back to health and a sense of well-being.

Since World War II this relatively new profession has been expanding rapidly. It is called recreation leadership, and it involves organizing and instructing and leading groups in any or all of the leisure-time activities.

If you enjoy meeting people and have leadership ability, and if you wish to pursue a career of benefit to others, you may find that a career in recreation holds everything you need for the fullest expression of your talents. If, in addition, you yourself enjoy sports and athletics, arts and crafts, camping, dancing, dramatics, music, study groups and social mixers, you may be in the enviable position of getting paid for having a good time.

But the field of recreation is not a perpetual vacation. In order to help others have a good time, you must be able to teach the activity involved, generate enthusiasm for it, convey the spirit of fun and enlist the co-operation of others. If you are suited by nature and training to this challenging work, you will find your satisfaction in the enjoyment of the groups you lead.

You will see lines of strain and tension vanish from tired faces, good fellowship grow and responsible citizenship develop. You will see health and personalities improve as those under your direction begin to work and play together.

As a recreation leader you may work for a public or private agency with those who are sick or well. Among the leading employers of trained recreation workers are city recreation departments, industries, schools, hospitals, churches, parks, playgrounds, private camps.

Among national organizations which employ numbers of recrea-

tion leaders are the American Red Cross, the YM and YWCA, the YM and YWHA, the Catholic Youth Organization, the Girl Scouts of America, the 4-H clubs.

At least 7,000 professional leaders are now employed full time in recreation and about 52,000 have part-time or seasonal work. This is a professional field now beginning to come into prominence, and only 500 students professionally trained in recreation are graduated annually. They usually have their pick of jobs.

A college degree with a major or a minor in recreation is desirable, and for some jobs it is essential. However, there are many now working effectively in the field without a college degree. They are apt to be specialists, expert in one or more hobbies, arts or crafts, and are apt to have marked ability to interest and lead others. Square-dance calling is one hobby which some have turned into a career. Teaching ballroom dancing is another example, and there are many more. Recreation is, in fact, one of the great professions which enable you to turn your favorite hobby into a career.

You may begin as early as high school in your preparation for recreation leadership. Your classes in English, public speaking, physical education, music and manual arts should have more than passing interest for you, since they can contribute greatly to your success. Of fundamental importance is the ability to speak to groups so that they will understand and accept what you say and act on your suggestions. Learn all you can in extracurricular activities to develop confidence, strengthen the leadership ability you have and add to your skills. During summer vacations you could plan to work on playgrounds as a paid worker or volunteer, or you could take a summer job as a camp counselor. You may test your fitness in this way for the challenging career ahead.

You will enjoy lifetime advantages in recreation work. You can start young and work indefinitely, full time or part time. You can leave the field for marriage and child rearing and return at any time. In every community recreation opportunities are plentiful and the need for leaders is increasing. While your children are young you can keep your hand in by serving as a volunteer in

Scout groups so that you never lose your touch in directing recreation.

This is one field in which your own social life and personal interests add to your professional equipment. Every hobby you add to your list increases your versatility as a recreation leader. And every group experience you have proves valuable in your understanding of people.

If you are aiming at a high-powered, high-paying job in recreation, consider the value of a college degree with a major in recreation. A good curriculum would include general education, special skills, recreation theory and supervised field practice.

Salaries for workers vary widely in recreation. As a beginner you can make \$3,300 to \$4,500 a year. Salaries for supervisory jobs range up to \$7,000. Administrators in charge of staffs and programs in large organizations sometimes earn as much as \$15,000.

Here are typical examples of recreation jobs and the salaries they command:

The Y.W.C.A. hires teen-age-program directors, young adult program directors, health and physical-education-program directors. Salaries not necessarily in recreation range from \$4,000 to \$5,500 and requirements include a college degree. Salaries for executive directors of community organizations vary according to the size of the installation and the city, and they range from \$7,000 to \$15,000. Personal requirements in this organization include a high sense of service and a dedication to the welfare of young women of the community.

The American Red Cross recruits recreation workers for service with the military in groups large or small, in hospitals, service clubs or posts overseas. First assignments, however, are usually in the United States. Young women with college degrees and specific recreation skills plus the willingness to accept frequent transfers and overseas assignments may find satisfying careers with the A.R.C. A high sense of service also characterizes those who work with this organization, plus resourcefulness and ingenuity in making do with meager props in such areas as Korea. (See TRAVELING JOBS.)

The Veterans Administration and military hospitals are making increased use of recreation workers. Many state psychiatric-hospital systems have extensive recreation programs. Schools for the retarded, children's hospitals, nursing homes, homes for the aged also hire recreation personnel to direct programs which aid in the recovery or adjustment of those in their care.

More than sixty colleges and universities offer majors in recreation, and more than thirty offer graduate work in recreation. Graduate study is helpful to those who are interested in work with the ill and the handicapped, and to those who hope to advance to administrative, supervisory or other top-ranking jobs.

For further information about careers in recreation, write to:

American Association for Health, Physical Education and Recreation
(a branch of the National Education Association)
1201 Sixteenth Street, N.W.
Washington 6, D. C.

National Recreation Association
8 West Eighth Street
New York 11, N. Y.

National Director for Personnel Services
American National Red Cross
Washington 6, D. C.

Personnel Policies and Services Department
National Board, Y.W.C.A.
600 Lexington Avenue
New York 22, N. Y.

RESTAURANT OCCUPATIONS

THERE IS and will continue to be a great demand for women in the restaurant business because Americans are devoting more and more of their income to food. From 1935 to 1939

they spent 23 per cent of their income on food; In 1956 it was 25 per cent.

Millions of Americans lunch in restaurants every working day of their lives. In 1956 more than 15 billion dollars, or about one fourth of the total amount spent for food in this country, was spent for food eaten away from home.

More than a million men and women are now employed in about 200,000 public eating places, ranging from roadside diners to expensive restaurants. In addition, thousands of waitresses, waiters, cooks and chefs are employed in hotels, department stores and other businesses which serve meals in connection with their primary enterprise. Sometimes women become restaurant managers. And, of course, there are cashier and sometimes secretarial jobs.

Waitresses, who comprise the largest group of women restaurant employees, are always in demand. They are usually supervised by head waitresses or waiters, captains or hostesses who also act as receptionists. Each year thousands of openings in this field are expected because many women work only a short time and then leave to assume family responsibilities.

Waitresses have tasks which vary somewhat according to the type and size of the restaurant. Usually they take guests' orders, serve food and beverages, make out checks and collect payments. In diners, luncheonettes and counter-type restaurants, which put the emphasis on quick service, they may also be required to clear tables, carry soiled dishes to the kitchen and clean equipment. Sometimes in small restaurants they combine counter service with cashiering.

On the other hand, in the more formal type of restaurant which emphasizes quiet service, good food and a relaxed atmosphere, the waitresses work at a different pace and must observe the rules of correct food service.

You need not be a high-school graduate to work as a waitress, but many employers now prefer to hire young women with at least two or three years of high school. You must be able to do the simple arithmetic needed to add food checks and make tax computations. After some experience as a waitress, you may advance to the job of hostess or receptionist in a large restaurant, super-

visory positions which may lead to a restaurant manager's job.

Hours range from forty to forty-eight a week, with split shifts a common arrangement for many dining-room employees. Some restaurants furnish meals and uniforms.

Union wage rates for waitresses, exclusive of tips, range from \$6 a day in Chicago to \$10 a day in San Francisco, but are considerably less in smaller cities and towns. Generally waitresses are paid only a small wage and depend on tips for a high proportion of their income. Tipping habits vary greatly from one community to another. Ten per cent is still common in small restaurants; in larger, more expensive eating places the rate is often 15 or 20 per cent of the bill.

Wherever you work as a waitress, you will need a cheerful disposition and a sturdy constitution. Waitresses are on their feet most of the time. If walking or standing for any length of time make your feet hurt, you would be better off in another occupation.

Being a waitress is the right work for you if:

1. You are well co-ordinated and physically strong enough to carry trays and walk most of the day;
2. You enjoy serving food and have a friendly manner;
3. You have two or three years of high school or its equivalent and can do simple arithmetic quickly and accurately.

The manager, who in a large restaurant often has one or more assistants, is responsible for the entire functioning of the restaurant: for the cooking and serving of the food; for hiring and training (and firing) of help; for cost accounting; for inventory; for approval of menus; for seeing that the health and sanitary regulations are observed. To become a restaurant manager, it is best to take a four-year course in the subject which is given in certain colleges. Courses in business administration also can lead to management. It is possible, also, if you have a flair for that sort of thing, to work your way up from hostessing to assistant manager to manager. The salaries begin at \$3,600 a year. The higher-class the restaurant, the higher the salary, and sometimes there are bonuses. Hours are from forty to forty-eight a week. A manager generally has her own

office, sometimes with a secretary, and part of her duty is to make sure that everything is going smoothly. In the smaller restaurants she often is on her feet supervising most of the time; in the larger, where there are more assistants, she can do most of the work from her office. Sometimes the owner of a restaurant is the manager, and then, as I point out in the chapter on owning your own business (Chapter Twenty-six), there is no limit to the hours you put in.

Jobs as cooks also are open to women. Although there are many available home economics courses in cooking for small and large groups, often a woman with experience but without formal training can land a job as cook in a small restaurant. The larger, "elegant" ones generally employ men as cooks or chefs. Salaries vary according to the type of establishment and the locality.

Whether you plan to be a waitress, a cook, a manager or a cashier, the restaurant business is a flourishing one and it needs people, especially waitresses on a part-time basis.

For further information write to:

Educational Director
National Restaurant Association
8 South Michigan Avenue
Chicago 3, Illinois

Hotel and Restaurant Employees' and Bartenders' Union
525 Walnut Street
Cincinnati 2, Ohio

RETAILING

TO THOSE WITH TOP JOBS in retailing, theirs is the most exciting business in the world. If you feel something of the excitement of a department store, a small world in itself, you may find the career you are looking for here. Endless variety is to be found in a big retail store, so much that, whatever your temperament or talent, you can probably find a career or a second-income job to suit you.

Almost every woman (and man too, for that matter) has heard of the stores throughout the country bearing the name Lane Bryant. This was the first organization to provide the American woman with specially designed maternity clothes, for that difficult "waiting" time. Few people realize, however, that it grew from the creative imagination of a penniless widow, Lena Bryant, who just happened to know how to sew, had an idea that caught on, and built up a \$50,000,000 business out of it.

Department store work includes five major functions: merchandising, store operations, financial control, sales promotion and personnel management. Selling is a part of merchandising, and most store employees are salespeople.

If you like the department store atmosphere, you can choose between selling or nonselling. If you like meeting people, chances are you'll like selling. If you have an office skill, on the other hand, you may prefer nonselling.

Many thousands of job openings are expected each year in department stores, especially for beginners, young people fresh from high school or college. Most of these openings will be for salespersons, but some will be for clerical workers.

Retailing also offers advantages for the mature woman who wishes to go back to work after raising her family. Since many department stores have opened branches at outlying shopping centers, thousands of mature women in these areas have taken selling jobs, many of them for the first time since marriage. Some work full time, but many work part time and find that the work hours leave them time enough for home responsibilities too.

Retailing is largely a woman's world. True, most of the top jobs—store manager, merchandise manager, comptroller, personnel director—are still held by men. But the majority of workers are women, and women are winning a few more top jobs in this field each year. Everyone knows the success of the late Dorothy Shaver as president of Lord and Taylor, an exclusive New York department store.

There are not many other women who are store presidents, perhaps, but women do have excellent opportunities for advancement in retailing. A recent survey states that about 40 per cent of all

salaried executives in the field are women. Most of these women are in the merchandising division. About half of all store buyers are women. And many of the advertising-department people—copywriters, layout artists, commercial artists and proofreaders—are women.

Here is one outstanding success story:

Miss Margaret Mullen, publicity director of the three Gimbels stores in Milwaukee, began her career after college as editorial assistant on the *Journal of Business Education*. When they offered her \$2 a week more to take the job of advertising manager of a local department store she accepted, and she enjoyed advertising so much that she stayed with it. Later she moved from advertising manager at the Lazarus store in Wilkes-Barre, Pennsylvania, her home town, to the same job at Lamson's store, Toledo. Later she moved to Gimbels Milwaukee as advertising manager and within five years was promoted to publicity director. She directs the activities of the advertising and display departments, supervises fashion shows and all special events. She also confers with the store manager and the general merchandise managers and store operations managers regularly and has frequent contacts with operations at the two suburban stores, Gimbels Southgate and Gimbels Mayfair. Her career shows what retailing offers to a woman of unusual ability.

One important advantage for women in the retail business is that most of retailing is aimed at women. Women are the customers. Women do most of the buying. And women understand each other so well that they have an important psychological advantage in retailing. They know what women want, how women think, what appeals to women.

Although men hold the top jobs in retailing, and the Margaret Mullens are the exception, women do find unusual opportunities in retailing and often win executive jobs at the secondary level.

In the advertising department, for example, most of the copywriters are women, even those who write for the men's departments. Many are college graduates, but college graduation is not a strict requirement. Some high-school graduates begin in the production department, reading proofs and marking copy for the printer. They may, after some experience, be given an opportunity

to write copy if they show interest and aptitude. (See **ADVERTISING**.)

Most comparison shoppers (see **FASHION**) are women. So are most training directors and many personnel directors. In some stores one woman holds both jobs. In others responsibilities are divided, and one woman has the specific responsibility for training new employees, while another has over-all charge of hiring and promoting practices, employee relations and personnel policies.

With the advent of suburban branch stores a new executive position has become available and in most instances is filled by a woman. A group manager at a branch store is in charge of several related departments. She may be a woman with experience in selling and the ability to handle people and situations deftly. She must know the merchandise of each department and be able to answer questions and solve problems as they arise. This is an excellent post for a woman who would like to be a buyer but cannot accept a buyer's job because of the travel it requires. She may have school-age children and therefore may prefer to be on call if necessary and to spend most of her evenings at home with her family. She must, of course, be a woman of executive ability.

If you come to retailing fresh from high school, don't be afraid to aim high. Department stores like to promote from within. They prefer to train their own people. If you show marked sales ability, a pleasant way with people and an interest in learning every detail of the retailing business, you will soon be slated for advancement.

It is true that big stores have shown a trend to hiring more young college graduates as candidates for junior-executive jobs. A college education is desirable if you are aiming at a top job, but not essential. Training on the job and the specialized education you receive in dealing with people on a practical day-to-day basis may give you all the push you need on the road to success in retailing.

If you show ability in sales work, plus a sure instinct in handling sales and people, you may have an opportunity to advance to assistant buyer or to buyer. In recent years a growing proportion of buyers hired by big stores have been college graduates. The most helpful preparation for a buyer's career is a four-year college course

with a major in retailing. Such a course may include buying and merchandising, fashion and design, the mathematics of retailing, and store operations. A good general education is also helpful.

Some large department stores recruit trainees for executive jobs, especially buying jobs, at colleges. The trainees then take a six- or twelve-month course in the store and are rotated to several jobs so that they will receive a variety of experience. After a year or two they may advance to the position of department head or assistant buyer.

Those who demonstrate ability as assistants may move up to buyers' jobs as openings arise. Buyers have the highly responsible job of selecting and purchasing from wholesale houses or manufacturers thousands of dollars' worth of goods for sale in the store. Many dress, suit and coat buyers go to New York a dozen or more times a year to visit showrooms in the garment district and select the numbers they think will sell. Buying is a tremendous responsibility; the buyer has thousands of dollars to spend and must spend it wisely. But buying is not guesswork, nor does it depend on intuition. Buying is becoming more and more an exact science, involving the keeping of complex books and a facility with figures.

When a buyer goes into the market, for example, she reads her "books" and knows that six out of six black crepe dresses sold in one day, that the three beige dresses that looked so good last week are hanging on the rack. In other words, she knows not only what the fashion magazines and fashion pages of her newspapers are saying but what her customers are buying, and she does her buying accordingly.

In addition to her actual buying she has tremendous amounts of paperwork. Her assistant buyer may help her with this work, but the final responsibility is hers. She is always aware of last year's figures on a certain day and the necessity for beating them, and she knows, too, that she must account for the success of her departments to the merchandise manager.

A buyer's life is crowded, often hectic, nearly always strenuous. However, if you have the stamina, the instinctive enjoyment of the market and the ability to handle complex problems, you will

find the life of a buyer exciting and challenging. It is important that you like this kind of work for its own sake, for buyers spend most of their waking moments either working, talking or thinking about their operation at the store.

Major appliance buyers go to the Furniture and Merchandise Marts in Chicago to select the washing machines, refrigerators, dryers, freezers and ironers they will sell readily. Furniture buyers go to Chicago and to the newly developing furniture markets in the south. In fact, buyers may spend as much as 30 per cent of their time away from the store. Many are sent abroad to buy for large stores or chains.

Personal requirements which insure a buyer's success are good judgment, the ability to speak well, an easy manner with all kinds of people and the ability to bargain aggressively and skillfully. A buyer has to be able to think fast and accurately in order to deal with the complexities of buying and selling in retailing.

If you prefer a nonselling job:

It takes many thousands of department store workers to handle the merchandise, get it on the selling floor and then take it off the floor and delivered to the customer. Openings are often available for receiving clerks, packers and wrappers, checkers and markers.

Receiving clerks compare the invoices with the number of packages to see that quantities are correct. Checkers do the unpacking and check each item for quantity, color, price and possible damage. Markers note the price of each item with crayon, stamp or price ticket, referring to invoices. Stock clerks store the merchandise in stockrooms and fill orders as needed on the selling floor.

Wrappers and packers take care of the merchandise after it is sold and start it on its way to the customer. Routers and sorters in the delivery department may put route numbers on the packages and then put the packages in bins. Little formal education is required for these jobs, but a high-school diploma may be helpful for advancement.

Many other behind-the-scenes jobs exist in a department store. Consider the bookkeeping, the secretarial positions, the personnel office staff, the alteration and layaway departments. Many of these jobs have transfer value.

Retailing is the field for you if:

1. You enjoy a retail-store atmosphere, the pace and excitement of a retail operation;
2. You are interested in a full-time or part-time job with opportunity for advancement when you demonstrate ability and openings arise;
3. You prefer work you can return to after marriage and motherhood on a full- or part-time basis, work you can continue to enjoy through your mature years;
4. You enjoy meeting and dealing with people.

For further information call or write for an appointment in the personnel office of a department store, or write to:

Committee on Careers in Retailing
National Retail Merchants Association
100 West Thirty-first Street
New York 1, N. Y.

American Collegiate Retailing Association
24 Waverly Place
New York 3, N. Y.

SELLING BY MAIL

SELLING BY MAIL is big business; it can also be a successful small business, right in your own home. But success does not come easily or quickly in this highly competitive field. There are hazards in the mail-order business, and unless you watch your step you are more likely to lose money than to make it.

First, find the right item to sell. It may be something you make, such as choice foods or cakes or candies, or something unusual that you buy to resell. The mail-order field boasts many cases of big success from a small investment. Nationally known lines of gifts, delicacies and specialties of various parts of the country have grown from a start in someone's home kitchen or basement workshop.

Some experts warn, however, that nine out of ten beginning mail-order businesses fail to make a profit and that scarcely any make a profit immediately. Sometimes it takes months before a business brings in a profit of ten dollars for every hundred dollars' worth of goods sold. Ordinarily one item is not enough to build a successful business.

Mail-order customers in general are those who leaf through magazines looking for something new and different, something to add a fillip to the living room, something that will help to decorate the kitchen or please a very special friend.

There are two ways of going into the mail-order business. One is to make a few items you have faith in, package them and send them to your out-of-city friends for their frank comments. Then proceed step by step with making a small quantity, running a small ad in a magazine or newspaper you think will reach your public. Try out the item thoroughly before making a large investment.

Another way is to affiliate with a mail-order house, such as Mail Order Associates. Such affiliation removes some risks. A mail-order house such as this one will supply you with complete mailing lists and catalogues printed with your name and address. The catalogue includes such items as baby gifts and novelties, vitamins, cosmetics, instruction booklets and courses. All merchandise is stocked and shipped for you. All you do is send orders and your own shipping labels to the mail-order house. This solution takes many of the headaches out of the mail-order business for you. You acquire a franchise and are supplied with all the things you need. You do merely the advertising and selling. Many people have built profitable businesses in this way. (See Chapter Twenty-seven.)

However, if you like the idea of making or selecting your own items, here is a tip: The items should be unusual, exclusive bargains, with high seasonal interest, not generally available locally, easily packable and mailable, at a price of one to ten dollars.

Seasonal novelties and decorative party favors put one woman in business. She showed a lacquered pine cone, gaily decorated like a Christmas tree, to a gathering of New York State women and promptly received orders from far and wide. When she sent the

little tree to the editor of a sophisticated magazine, she received an editorial mention and subsequently a raft of holiday orders. Now she sells her charming novelties to her own customer list, which she slowly expands with the help of small ads in the same magazine.

Salt and pepper mills were the beginning of another business. A husband-and-wife team invested \$2,500 in the product and \$60 in a gourmet magazine ad, and the resulting orders, \$1,000 worth, proved they were on the right track. Now they make all manner of unusual cooking and eating and table-setting equipment and have a \$100,000 business.

Another small business based on mail orders began with personalized gifts, jewelry and ceramics. The young woman began by selling to friends, and word-of-mouth advertising soon brought enough trade to result in establishing a workshop. In the beginning she wrote simple ads for her products and placed them in young people's fashion magazines. And then, by placing her items in a summer resort shop, she slowly built up a nationwide mailing list. Like all mail-order businesses, hers depends for its success on repeat sales.

Mail-order sales can be promoted through advertising in newspapers and magazines or by letter, or through free publicity. Advertising by mail, called direct mail, is the heart of mail-order business. It depends on active lists, sometimes built through friends, bought from mailing-list houses or brokers, or developed through advertising. The best advertising season in the mail-order business is fall (October and November) and spring.

This is an ideal enterprise for the woman at home who wishes to remain home, yet needs something constructive other than housework to occupy her time and serve as an outlet for her talent and energy. Some women have started with a salad dressing, others with an especially good loaf of home-baked bread, still others with distinctive clothes for children, designed with artistry and tailored with extreme care. In all three cases, these home businesses started small but eventually outgrew the home and required buildings of their own. Of course, the business need grow no larger than you wish. By all means begin as a hobby. If you have the free time

and no pressing need to depend on the income you may be able to build a healthy business and have a lot of fun doing it.

Selling by mail is the field for you if:

1. You have an unusual artistic talent for making small novelties or gifts, or a culinary skill which might produce salable (and mailable) delicacies, or
2. You are prepared to affiliate with an established mail-order house, buy a franchise and establish your own business;
3. You do not need to make a living at your business right away.

For further information consult some good books on the mail-order business in your library, and write to:

Mrs. Katheryn V. Fitzgerald, Deputy Commissioner
New York State Department of Commerce
112 State Street
Albany 7, New York
(Ask for a copy of the booklet *Selling by Mail*.)

SELLING BY TELEPHONE

THIS WORK is an interesting kind of self-employment well suited to women who must stay at home, but who need the stimulation of some occupation other than housework. Telephone selling is at its best in fall, winter and spring, when, respectively, furriers, diaper services and awning companies, among many others, are seeking new customers. In summer months telephone solicitors are used by opinion surveys and food plan companies.

Many items are sold by telephone: books, magazines, food plans, sewing machines. Employers may give you lists of names to call, or may assign you to a certain letter of the alphabet in one section of the telephone book. Payment for this work varies from five

cents a call to \$1.50 an hour. Sometimes telephone solicitors receive a percentage of the cost of the item sold.

Telephone soliciting is the field for you if:

1. You have a private, unlimited phone;
2. You have a pleasant voice and easily understood diction;
3. You have a friendly, outgoing manner over the phone;
4. You are patient and persevering (many people may hang up before you get a chance to tell your story, but you must keep on trying).

For further information, read your newspaper's classified-ad sections daily, and improve your knowledge of psychology and of selling techniques by reading *Forty-Nine Ways to Make the Telephone Sell for You*, by Theodore Allen Johnson, published and distributed by the Institute of Business Research, 49 West Fifty-seventh Street, New York 19, N. Y.

SOCIAL WORK

HELPING PEOPLE SOLVE THEIR PROBLEMS—this is the broad, almost limitless field of the social worker. These problems may involve family relationships, health, money troubles, mental illness. Working in this field requires a good general education plus specialization. Four years of college leading to a bachelor's degree, followed by two years of graduate training in one of the approved schools of social work, are the basic minimum. Just as basic is a deep concern for people and a desire to help them with their problems.

If you are interested in social work as a career, your undergraduate work should include such courses as economics, political science, psychology, sociology, statistical methods and the biological sciences. The two years in an accredited graduate school will give you the specialized training and supervised field work that lead to a master's degree in social work.

With this preparation, you can choose from many specific areas of social work:

If you become a social caseworker, you will work directly with individuals and families. You will help them with everything from family relationship problems to financial or health problems. You may join the at least 36,000 caseworkers in government agencies, or the 5,000 caseworkers in private agencies.

If you become a *child-welfare* worker, you will help to place neglected or mistreated children in foster homes, provide a temporary housekeeper in a home where the mother is in a hospital, consult on adoption problems, counsel young persons brought before the juvenile court, aid unmarried mothers, or help provide appliances for crippled children. You will find your niche among more than 14,000 caseworkers in government and private child-welfare agencies.

If you become a school social worker, you will help children who have special problems at school. You may visit the home of a child with a poor attendance record, discover the cause and provide guidance. You may counsel the parents of aggressive or shy children, or, in the case of an intelligent child whose progress report is consistently poor, you may through conferences seek the cause and the solution. A large school system will be your employer.

If you become a *medical social worker*, you will work with doctors and nurses in a public-health department, a hospital, a clinic, or a health center. You will help the patient and his family understand the recommendations of the physician. Through your efforts a child may develop a healthy attitude toward his handicap, a patient may accept the necessity for surgery, or a discharged patient's family may understand and make proper arrangement for a helpful home environment.

If you become a *psychiatric social worker*, you will work with the psychiatrist and other members of the hospital team to plan for the patient. You will visit the patient's family and interpret the meaning of mental illness and encourage a healthy attitude toward it. You will also serve as a liaison between the patient, his family and community agencies after he returns home. You will work in a mental hospital or clinic, perhaps one of the Veterans Administration hospitals, which are the largest employers.

If you become a social group worker, you will deal with organ-

ized groups of all ages, working to develop the individual and to foster socially desirable behavior. You may plan leisure-time activities for the very old or the very young, for the emotionally disturbed or the delinquent youth. If you join the more than 9,000 workers in this important field, you may work in a government agency or a settlement house, for a recreation department or a camp or a religious group, or for a national organization such as the American Red Cross.

If you become a community organization worker, your employer may be a community chest, a community welfare council or another community agency which has responsibility for health and welfare planning. You may set up and conduct a fund-raising campaign and supervise the disbursement of collected funds under the direction of the community welfare council.

There are many other services which social workers perform. Some are teachers, some engage in correctional work with those on probation. Others specialize in social-work research in large cities, seeking ways to improve the social services. And still others with experience serve in other parts of the world, working for the Federal government, the United Nations, national professional associations or private agencies.

This is a rapidly developing field, offering more opportunities and better pay each year. Most social workers are women, but, since the salaries are improving, more men are going into the work, which is vital to the welfare of the total community.

You may begin at about \$4,000 with undergraduate training, or at \$4,980 with the two years' graduate work. With graduate training plus two years' experience, you may make \$5,985. The Federal government pays the highest average salaries, with a maximum of \$13,275, but exceptional ability and administrative skill can, reportedly, lead to salaries of \$20,000 to \$35,000.

This is the field for you if:

1. You have the dedication and the devotion to people required for success;
2. You have a mature and unbiased outlook, with the inner strength to withstand the constant assault on your compassion;

3. You can exercise calm judgment, concentrating on what can be done for, not what has happened to, a client or patient;
4. You have or can acquire the necessary education, six years of it. (It is not as expensive as it sounds, however, for scholarships are available.)

For a list of approved schools and available scholarships, write to:

Council on Social Work Education
345 East Forty-sixth Street
New York 17, N. Y.

TEACHING

TEACHING OFFERS many employment opportunities. The high birth rates of the 1940 decade show us that tens of thousands of additional teachers will be needed annually. Yet, although 85,000 teachers finished their training in 1959, there remains an actual shortage of 135,000 teachers, according to the National Education Association. Jobs will continue to outnumber teachers for decades to come.

If you like to study, if you like young people, if you have strong health and steady nerves, you may find in teaching complete satisfaction. Teaching offers many advantages to women. It combines well with marriage. It offers lifelong security and an adequate pension. It gives you summers free to study or travel or both.

Teaching is not easy, however. It is a complicated and demanding career, requiring skill, concentration, self-discipline, a wide range of knowledge about many things, including psychology, and a deep knowledge, an all-there-is knowledge, about a few subjects.

Preparation to be a teacher is fairly long but not necessarily very expensive. Fees at state teachers' colleges are low. Four years of college leading to a B.S. in education will make you self-supporting, and you can continue to pile up degrees and so win high-school and college posts if you are ambitious.

You must be realistic enough to understand that teaching is not

one of the great money-making professions. However, the salaries are improving and there are some plums at the top of the profession.

Recent estimates put the average teacher's earnings at \$4,520, which is not much considering the preparation required. Thousands of teachers earn \$7,500 to \$10,000, which ranks with any profession, and the superintendent of schools in a large city may earn as much as \$32,000.

In many ways teaching is a woman's field. Women far outnumber men in elementary schools and work equally with men in high schools, though they are outnumbered by men in college teaching. In teaching, at least, sex is no bar to the biggest jobs. Many women are chief state school officers, and thousands of women are school principals. Talent, industry and ambition tell the story.

A National Education Association report states that salary differentials based on sex have been largely eliminated in the past few decades. Now, most school districts have a single salary schedule based on education and experience. You will make more money as a teacher in a big city than in a small town, but requirements are higher in the big city.

You can join the country's 800,000 elementary-school teachers or its 500,000 secondary-school teachers or its 180,000 college and university teachers.

High-school teachers specialize in one or more subjects and are often required to have a master's degree or one year of graduate-school work. They may also aim at jobs as supervisors, assistant principals, principals, superintendents or other administrative offices.

College teachers usually specialize in a particular field or subject. They teach classes from six to fifteen hours a week and spend many more hours preparing tests, grading papers, keeping up to date in their field, writing for publication or lecturing.

Ordinarily a master's degree is a prerequisite for college teaching, and a doctor's degree is often required to advance beyond the rank of instructor. Average salaries for professors are \$8,550, for associate professors \$6,960, for assistant professors \$5,930, and for instructors \$4,840. Many college teachers supplement their salaries with other

jobs, teaching in summer sessions, consulting, lecturing and writing.

Apart from salary considerations, however, teaching offers the intellectually alive woman a wonderful life. Certainly no other profession offers the opportunity to spend a lifetime in acquiring knowledge and in transmitting that knowledge.

Few careers are more responsible, few serve the country better. Teaching is the field for you if:

1. You enjoy studying, enjoy seeking knowledge for its own sake;
2. You enjoy helping others to learn;
3. You have a great store of patience, a reliable sense of humor, a sound sense of values;
4. You believe in people, especially young people, and are willing to devote your life to helping them start their adult lives on a sound foundation;
5. You are willing to spend four years and some money in getting yourself an education and the know-how required to give an education. (Remember that there are many and generous scholarships available in every part of the country.)

For further information write to:

National Education Association
1201 Sixteenth Street, N.W.
Washington, D. C.

Office of Education
U.S. Department of Health, Education and Welfare
Washington 25, D. C.

Your own state department of education.

TELEPHONE WORK

IF YOU ARE A HIGH-SCHOOL GRADUATE between the ages of eighteen and twenty-five, if you have a pleasant voice, good eyesight and manual dexterity, you may be well qualified for one

of the larger fields of work for women, that of the telephone operator.

More than a quarter-million women are employed in the various operating jobs, according to a recent survey, and in spite of the increased use of automatic equipment it is expected that there will be jobs for new operators for several years to come.

A telephone operator makes connections for calls by placing plugs in the proper jacks on switchboards. There are a number of specialized operating jobs. The *long-distance operator*, makes connections with distant points and records information about the calls. The *information operator* assists customers and long-distance operators by filling requests for telephone numbers, which she obtains from indexes, bulletins and files. The *dial assistance operator* serves customers in dial offices by helping them place and complete their calls.

As a telephone operator you would work with a group of from six to fifteen young women led by a service assistant. She co-ordinates activities on her section of the switchboard, checks you in and out of your position according to schedules and helps with unusual or emergency calls.

You may win promotion to service assistant, to assistant chief operator, then to chief operator, the highest level to which telephone operators may advance in a central office. Other possible advancements are to clerical jobs, to instructor or to administrative jobs in which operating knowledge is helpful.

Your hourly wage rate will vary from \$1.55 to \$1.68, depending on the region in which you work. Service assistants and instructors usually make \$1.89, chief operators are paid \$2.43. You will make additional bonuses for evening and night work and will be eligible for increased earnings as you gain experience.

This is the field for you if:

1. You are a high-school graduate;
2. You can keep calm under pressure of the necessity for working quickly;
3. You have a pleasant voice, good eyesight and hearing, and some manual dexterity.

For further information, write or call at your local telephone company and ask about job opportunities.

THEATER ARTS

THE THEATER offers many glamorous careers to women; most glamorous of all, of course, is acting. Today's leading actresses, women like Helen Hayes, Anna Magnani, Mary Martin, Pat Neal and Ingrid Bergman, are known all over the world. Their names and the roles they have created will live for years to come.

There are many types of preparation for acting as a career. Some young women go to college, major in speech, become active in the dramatic-club productions and, after that, try for acting jobs in television, the movies or the Broadway or off-Broadway stage. Others study privately with a drama or diction coach, work several seasons in summer stock and then audition for parts in plays. Still others attend theater workshops or special schools, gaining experience and confidence to try for small roles.

You may begin with one of the many successful community players' groups in your city. These groups hold auditions regularly, and if you show some talent you will be welcomed. If you enjoy this theater work as a hobby, you may turn it into a career.

"The best preparation for an acting career," says Ray Boyle, managing director of the Fred Miller Arena Theater in Milwaukee, "is actual time spent on the stage, both in rehearsal and in performances, before a paying audience if possible." Good drama school experience is valuable, he adds, "but the best training is doing lots of plays of all types. A good director can teach you more in one production than four years of college under mediocre direction."

Opportunities for women in the theater now are better than they have been for the last fifty years at least. It is probably the

best time ever for women, because of employment prospects in television, little theaters, touring companies, movies and so on.

"But a beginner," counsels Mr. Boyle, "should not concentrate on one aspect of the theater. You ought to be able to act, sing and dance, to know something about writing, designing, costuming. A variety of experience will make you more valuable."

Apart from acting, the theater offers women many careers. Women today are working as playwrights, set designers, lighting designers, directors, agents, choreographers, press agents and public-relations people. Everyone knows some of the more famous of these people. Agnes de Mille, one of the greatest choreographers, wrote a book about her love for the dance and her final realization that choreography, the design of a dance, was her best expression. Carol Haney was a choreographer with Gene Kelly before she found an important dance role in *Pajama Game*.

The theater is the field for you if:

1. You have a talent for writing, acting, dancing or one of the other theater arts;
2. You can get some schooling, training or experience, either at college, with a drama coach, at a theater school or with an experienced director;
3. You are willing to acquire a thorough background in the theater (the more you know about it the more valuable you will be);
4. You will remember that talented beginners in the theater today are expected to do creditable jobs at dancing, singing and acting.

For further information consult an actress or a director in your community, or the head of a little-theater group in your area, or write to:

ANTA (American National Theater and Academy)
1545 Broadway
New York 36, N. Y.

Actors Equity Association
226 West Forty-seventh Street
New York 36, N. Y.

TRAFFIC MANAGEMENT

TRAFFIC MANAGEMENT is the movement of goods or passengers to and from a company or a city. Most traffic managers work for private industry and, if the business is a big one, must handle thousands of dollars for shipments.

The traffic manager directs the transportation of merchandise and decides whether a shipment should be sent by road, rail, water, air or pipeline. The traffic manager must be well versed in transportation and geography and be able to understand and use to good advantage innumerable freight classifications, rates and routes, plus thousands of intricate local state and national transportation regulations.

Opportunities for women are ample in industrial traffic management. Certainly the road to success in this field is rougher for a woman than it is for a man, but that is the case in most careers. Still, many women are now working as traffic managers, or with traffic managers, and a number have achieved importance in their fields. There are more than fifty traffic clubs for women in the country, and the Women's Traffic Club of New York has five hundred members.

You can see the opportunities in traffic management when you realize that transportation itself is a \$100 billion-a-year industry, and that a good traffic manager is responsible for thousands of dollars in shipping costs. Careful study of comparative rates is necessary.

Salary scales vary widely in traffic management. Some men make as much as \$50,000 a year; others, particularly in the chemical and petroleum industries, make \$25,000 and \$30,000 a year. Women traffic managers do not command salaries as high as these, but, depending on the size of the company and the amount of responsibility, they may make \$10,000 and up.

If you are interested in geography, have a good memory and are adept at figures, you probably have the combination of abilities that makes for success in traffic management. You will need to

know or learn to know the air, rail, truck and ship routes and the map of the United States in detail. You will need to know from memory the rates of the various means of transportation. You will need to be adept at figures and at talking and getting along with people in the transportation field.

There is no one educational background which is required for work in this field. You may succeed with only high-school graduation if you pile up the necessary experience. Some experts in the field suggest a good general college education plus a graduate school of business where you might specialize in transportation. Or you could take two years of liberal arts and two years of business school. You might even take night courses in traffic management or attend traffic institutes sponsored by the transportation organizations. One way or another, you will need to acquire the technical knowledge it takes to pass the Interstate Commerce Commission examination and the examination for membership in the American Society of Traffic and Transportation (after which you can put after your name, "Member, A.S.T.&T.")

Traffic management is the field for you if:

1. You have a good memory and a good knowledge of geography;
2. You can learn by heart the country's complex transportation system and juggle comparative rates in your head;
3. You can begin with a high-school education and pile up experience in a traffic office until you have all the technical knowledge you need, or
4. You can equip yourself with a college education plus graduate study in transportation, and, in either case,
5. You can pass the I.C.C. examination and the American Society of Traffic and Transportation examination.

For further information write to:

Associated Traffic Clubs of America
Room 514
110 South Dearborn Street
Chicago 3, Illinois

TRAVEL AGENCY WORK

JOBS IN THE TRAVEL FIELD are among the most glamorous in the world. Travel is the goal of most of us; we work hard for fifty weeks a year so that we can travel the other two.

If you are lured by the prospect of travel yourself, if you feel the excitement of far places and can communicate this enthusiasm to the little stenographer who travels once a year and to the woman of some wealth who travels most of the time, if in addition you have a capacity for detail and complete accuracy in matters large and small, you may find a happy place for yourself in the travel agency business.

Women now number almost half of the travel agents in the United States. They are selling reservations and routing passengers for the airlines, promoting travel, planning itineraries, and perhaps even writing travel journalism or editing travel columns for magazines. Many are running their own businesses, others are working for established agencies.

Agents now in the business emphasize the fact that you as an agent will not travel all the time. Most of the time you will simply be helping others travel. And there is a great deal of detail and some drudgery in this work. Guides, maps, schedules and time-tables are tools of the trade. One mistake can ruin somebody's trip, and don't think the traveler will forget it or you.

Still, your clients planning their trips are usually lighthearted, already in a gay vacation mood, and some of their excitement and anticipation rubs off. You are apt to share their hopes and dreams, to hear their confidences and fears. You will know whether they are traveling on a shoestring or an expense account, and how to adjust accommodations accordingly.

If you have traveled a little, if you have some capital to invest, if you have some experience with selling travel over the counter, you may wish to open your own agency. Other women have done

so with conspicuous success. However, conservative advice recommends that you be prepared to work for two years without showing a profit.

Your profit as a travel agent will come from the sales you make. You act as a representative of the "carriers"—airlines, steamship lines, railroads and tour agencies. They sell you the tours wholesale, and you retail them at a marked-up price. You will make 10 per cent on all-expense cruises and tours, 5 per cent on domestic-airline trips, 7.5 per cent on those for overseas airlines and 10 per cent on hotel and resort accommodations.

Your greatest task, as a brand-new travel agent, will be getting sponsorship agreements with the transportation companies and getting appointed to sell for them and to receive commissions. Your experience and understanding of the travel business will help you here. Once established, you are well on your way to garnering big sales and the return business that is every agent's mainstay.

Whatever your goal in the travel business, travel itself will help you. If you are a high-school student or a college student you might begin with summer trips and summer jobs at hotels and resorts and so learn your way around your own country. Travel all you can, read all you can find about travel, perhaps take a summer job with an agent to make sure this business is one you wish to stick with. Remember, it may take you around the world.

This is the field for you if:

1. You enjoy meeting people of all types and helping them plan their once-in-a-lifetime trip or their usual yearly junket;
2. You are fast and accurate with figures, undaunted by timetables and rate schedules;
3. You are so interested in travel that planning someone else's trip is almost as good as going yourself;
4. You are articulate (remember that travel agency work is largely selling);
5. You have some travel in your own background and the zest for a lot more.

For further information consult an established travel agent or an airline representative, or write to:

American Society of Travel Agents
501 Fifth Avenue
New York 17, N. Y.

TRAVELING JOBS

THIS IS AN AGE OF TRAVEL. Almost everyone likes to travel, and more people do so each year. Some manage to make a living and travel at the same time. Jobs with travel are not easy to find and not easy to get. In general the competition for them is stiff. But they are not impossible to land. And if you are deeply interested in travel, you will wish to investigate the possibilities.

Can a woman work her way round the world today? Despite the miles of red tape in immigration regulations, the answer still is yes. But it is not easy.

Women have a reasonably good chance of securing sea employment. Passenger ships employ waitresses, stenographers, entertainers, playroom attendants, purserettes, registered nurses, saleswomen, beauty operators and stewardesses. Vacancies do not occur often, but you might contact the various passenger steamship lines or the National Maritime Union, 346 West Seventeenth Street, New York 17, N.Y.

Young women have a better chance of getting airline jobs than shipboard jobs. Of course the competition is keen, but airline hostess work has opened the doors to foreign travel for thousands of young women. (For details, see AIRLINE SERVICE.)

The travel industry itself has three distinct phases: the leading, planning and selling (wholesale) of tours; the retailing of tours and supplying of travel information; and the counseling of travelers by travel information offices of public concerns such as the A.A.A. and chambers of commerce.

Each of these functions is carried out by a distinct type of organization. The first is tour operators, the second is travel agencies. In

the United States there are 1,600 full-time retail travel agencies which sell airline and steamer tickets, packaged tours and hotel bookings. They make their money from the 5 to 10 per cent commission paid by tour companies, ships and airlines.

Of all these groups only the tour conductors travel most of the time.

Tour conducting is an almost exclusively male province. The only exceptions I can think of are cases in which women organize their own tours. An airline will cheerfully let you ride free if you arrange for a party of fifteen to fly with you. Some hotels or transportation companies will give you a free trip if you book tickets for ten friends. It is not even necessary for you to know the trip; a travel agent will arrange the itinerary. The easiest free tours to arrange, because they require only five paying passengers, are the thirty-day European trips sponsored by Lanseair Travel Service, Inc., of Washington, D. C.

Those who work for travel agencies do travel part of the time and are encouraged to travel on their vacations, and sometimes, as in the case of key personnel, they have their trips arranged free. Sometimes agency employees will travel at reduced rates. In any case, the jobs often lead indirectly to travel, are highly interesting themselves but are not highly paid. (See TRAVEL AGENCY WORK.)

There are many different ways to travel, for many different purposes. Some jobs take you traveling all the time. Some jobs simply take you overseas, where you can travel on weekends and vacations. In these latter situations, of course, she travels fastest who travels alone. In fact, most overseas jobs for women specify that the applicant be single.

If it is travel with service you are looking for, many such posts are available if you are qualified in stenography, recreation, social work, teaching or nursing.

As a qualified stenographer you might consider service with the American National Red Cross, which hires stenographers directly for service overseas. The beginning salary is about \$240 a month plus maintenance, and the stipulation is that you will go where you are needed. If you are between twenty-three and thirty-five, in good health, with a year's experience in typing, shorthand and office

procedure, you may qualify. In that event you will be assigned to an A.R.C. unit in a military hospital overseas or in the overseas office of a field director or an administrative officer.

Social and recreational workers are also recruited by the American National Red Cross for its overseas program (see RECREATION LEADERSHIP). In these categories assignments are made to Korea and Japan, with a few to Europe, Hawaii and the Canal Zone.

If you are a qualified social worker, you might apply for the post of assistant field director in the A.R.C. service to military hospitals. Preference is given to women who have completed a graduate casework curriculum in an accredited school of social work. Those who have a year of graduate social-work training plus two years of supervised casework experience are also eligible.

To apply for a job with the American National Red Cross, write to the area office which includes your state:

EAST (Connecticut, Delaware, District of Columbia, Indiana, Kentucky, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Rhode Island, Vermont, Virginia, West Virginia):

Mr. Earle H. Herbert, Director of Personnel
Eastern Area Office, American Red Cross
615 North St. Asaph Street
Alexandria, Virginia

MIDWEST (Arkansas, Colorado, Illinois, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, Wisconsin, Wyoming):

Elizabeth L. Bruce, Director of Personnel
Midwestern Area Office, American Red Cross
4050 Lindell Boulevard
St. Louis 8, Missouri

SOUTH (Alabama, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee):

Mr. Ardon L. Cole, Director of Personnel
Southeastern Area Office, American Red Cross

230 Spring Street, N.W.
Atlanta 3, Georgia

WEST (Alaska, Arizona, California, Idaho, Montana, Nevada, Oregon, Utah, Washington):

J. Gilmore Marquis, Director of Personnel
Pacific Area Office, American Red Cross
1550 Sutter Street
San Francisco 1, California

The jobs above do not, of course, include travel once you get to your post. But you travel free on the way to your job, and you usually can use weekends to good advantage and pile up your leave to make your vacations memorable. If you have the instinct to serve (and many women do) you will find the combination of travel and service highly satisfying.

If you are a registered nurse you can have your pick of jobs with travel. With only six months' experience you can go to Germany or Japan as an officer in the Army Nurse Corps. With one or two years' experience you can choose from a variety of government jobs ranging from the Foreign Service to the Panama Canal Company. You can also go to India, Africa, South America or the Far East to serve in mission hospitals. With five years' experience you can join the World Health Organization and travel in many of the little-known areas of the world.

If you qualify as an Air Force nurse you may be sent overseas after six months' domestic service; if you choose to become a Navy nurse, you will serve eighteen months in the United States before becoming eligible for overseas duty.

Another way of traveling as a nurse is through the American Nurses' Association, which has an exchange program for nurses similar to that for teachers. The government also sends civilian nurses overseas—mainly to South America and Europe—as well as to Alaska and the Canal Zone.

For overseas nursing posts of this kind write to:

Chief of Office
Panama Canal Company
411 Tenth Street, N.W.
Washington, D. C.

Office of Personnel
U.S. Department of State
Washington 25, D. C.

If you are a teacher you have a better chance of traveling and getting paid for it than you would have in another occupation. If you are single, and ready to sign up for two or three years, you'll find a variety of teaching jobs in South America. The schools include elementary and secondary schools operated by Americans for their children, special schools operated by American business firms for the children of their employees in places where no school facilities are available, and church-sponsored schools. To learn about vacancies south of the border write to:

Inter-American Schools Service
1785 Massachusetts Avenue
Washington 6, D. C.

The State Department maintains some twenty-four cultural centers in the other American republics, and teachers of English are hired to teach English classes for all age groups. For further information write to:

Recruitment Branch
Personnel Management Division
U.S. Information Agency
Washington 25, D. C.

Division of Exchange of Persons
U.S. Department of State
1778 Pennsylvania Avenue, N.W.
Washington 25, D. C.

TRAVELING JOBS

Overseas Affairs Division
Office of Civilian Personnel
U.S. Department of the Army
Washington 25, D. C.

Teacher Exchange Section
Division of International Education
Office of Education
U.S. Department of Health, Education and Welfare
Washington 25, D. C.

In the Foreign Service of the United States you can get an unusual combination of travel, service to your country and a generous overseas allowance. More than this, you will get an appreciation of cultures other than your own.

The Department of State is interested in recruiting able, alert young women for stenographic work in one of the 250-odd consular and diplomatic posts throughout the world. If you are twenty-one or over, single with no dependents, in excellent health and have been an American citizen for at least five years, you are eligible to apply for a two-year tour of duty as secretary, stenographer, communications clerk or general clerk. You will go where the State Department sends you, and you will receive an entrance salary ranging from \$3,370 to \$4,180 a year. Vacation schedules are generous. Each year for the first three years an employee earns two weeks and three days of paid vacation. After three years, the vacation time is four weeks. Between the two year hitches employees get six weeks of paid vacation in the United States.

Although the Foreign Service staff is largely composed of women, there are relatively few women Foreign Service officers. This situation is not due to discrimination, but to the exacting requirements of the corps. A woman who devotes her life to the Foreign Service must be willing to serve anywhere in the world, anytime. Many women who do begin a Foreign Service officer's career eventually resign to marry. One example of an outstanding career officer in this service is Miss Frances E. Willis, who came up through the ranks to become an ambassador, first to Switzerland and then to

Norway. In recent years more women have become Foreign Service officers, and now 300 of the 3,400 officer corps are women. Applicants for the officer corps take a one-day written examination, a broad test of general knowledge and ability, and an oral examination which assesses personality and judgment. All applicants are subjected to a loyalty and security investigation. Salaries range from \$4,750 to \$5,350 per year, and some officers eventually receive the top salary of \$27,500.

Foreign service is the field for you if:

1. You are primarily interested in serving your country at a post overseas;
2. You are single, willing to serve anywhere you are sent, and in excellent health;
3. You have the ability to take shorthand at 80 words a minute and to type at 50 words a minute;
4. You have been an American citizen for five years (ten if you are applying for the officer corps);
5. You are unusually well informed on past and current history and wish to take a competitive examination for the officer corps.

For further information write to:

Employment Division
U.S. Department of State
Washington 25, D.C.

Another branch of the Department of State which hires workers for service overseas is the International Co-operation Administration. Most of these jobs call for high standards of performance and experience. For the Near and Far East, Asia and Africa the I.C.A. is recruiting secretaries, single, between twenty-one and thirty-five; public-health nurses with a Bachelor of Arts degree plus experience in nursing or nursing education; home economics specialists, preferably those with experience in extension service; and public-health educators, preferably those with a master's degree in public-health education, plus state or local public-health experience. For further information write to:

TRAVELING JOBS

Chief of Recruitment Branch
Office of Personnel
International Co-operation Administration
Washington 25, D. C.

In addition to military jobs which may take you traveling (see ARMED FORCES) the United States Army hires civilians as recreation leaders, arts-and-crafts directors and librarians for overseas service. You must be single, between twenty-three and thirty-five, with leadership ability and some experience and interest in group recreation. For further information write to:

Overseas Affairs Division
Office of Civilian Personnel
U.S. Department of the Army
Washington 25, D. C.

Many other groups hire specialists for overseas work. An excellent roundup of overseas job opportunities is available in a pamphlet you will find in any bookstore, *How to Get a Job That Takes You Traveling*, by Norman D. Ford (\$1.50).

For other pamphlets on this subject, write to:

Hill International Publications
P. O. Box 26-X
Massapequa Park, N. Y.
(Guide to Employment Abroad, \$1)

Dorf
Box 1415-E
Philadelphia 5, Pennsylvania
(Jobs Abroad for Teachers, \$1)

X-RAY WORK

IF YOU WOULD LIKE to be part of a highly respected medical team, without spending many years of your life in preparation, you might consider becoming an X-ray technician. Seventy-five per cent of X-ray technicians are women and the demand far exceeds the supply.

In this "woman-in-white" job you operate the X-ray equipment which photographs internal parts of the body. You work under the direction of a doctor or a radiologist, who studies the X-ray films. You, however, make the exposures, just as you would with a camera. You also may help the radiologist in fluoroscopy, process films as part of your job and place the patients in proper positions for X-ray treatments.

If you have a high-school education or its equivalent, you may be eligible to enroll at one of over 500 approved schools. You will find that a background of general science, physics, chemistry and biology is helpful. The training program varies from one to two years, and its cost is nominal, since most hospital schools do not charge tuition. However, your textbooks, uniforms, room and board are your responsibility.

Your future is secure in this field. Registered X-ray technicians usually start at \$3,300 and may be upped to \$4,400; chief technicians draw about \$5,000.

This is the field for you if:

1. You are willing and eager to help sick and disabled persons;
2. You have a sympathetic but levelheaded attitude toward illness;
3. You have a good high-school record (enrollments are limited at hospital schools, so the students with superior records are given preference);
4. You have some manual dexterity and an interest in photography.

For further information write to:

American Society of X-Ray Technicians
16 Fourteenth Street
Fond du Lac, Wisconsin

Council on Medical Education and Hospitals
American Medical Association
534 North Dearborn Street
Chicago, Illinois

PART FIVE

ON

YOUR OWN

Owning Your Own Business

*To catch Dame Fortune's golden smile,
Assiduous wait upon her;
And gather gear by ev'ry wile
That's justified by honor:
Not for to hide it in a hedge,
Nor for a train-attendant;
But for the glorious privilege
Of being independent.*

so, in the year 1786, when the world was full of thoughts of independence, Robert Burns wrote in "Epistle to a Young Friend."

The feeling of wanting to be on our own, responsible only to ourselves for our decisions, for better or for worse, is strong within most of us in some department of life. For you it may take the form of going for long walks in the country all alone, with freedom to think your own thoughts and not have to converse with anyone. Or perhaps in joining a folk-dance group, which is as different from your regular occupation as secretary to the president of a large corporation as anything could be. Or, quite possibly, it's been your lifelong ambition to have a little business of your own—a bookshop, a drive-in stand, a beauty salon. Or at least have a business operating under a franchise plan, for which you have sole responsibility. Or, now that you are older and just don't want to struggle to and from the factory or office on the bus, you have developed an idea for using your knitting facility to develop a little studio right in your own front room.

Maybe this desire to be on your own has been creeping up on

you during all the years you've been contentedly, on the surface, working for somebody else. Could be that you got tired, finally, of punching that time clock, or of taking orders, or of not being free to express your ideas. Could be that in your spot on the wrong side of the boss's desk it suddenly swept over you with a mighty sweep that you had to be on the right side; that you could run his business, or in fact almost any business, just as well as he could. Maybe better.

Whatever the reason (and there are as many reasons as people), your moment of "glorious privilege" is at hand. You are all set, mentally and emotionally, to strike out for yourself. The capital is, or will be, available. Your plans are formulated, on paper or in your head, it doesn't matter which. It's only a matter of getting started.

And here comes Old Mr. Wet Blanket in person, to spoil all the fun.

Is that what I'm doing here?

Well, maybe a little bit. It's not that I'm against the independent woman in business—far from it. I've dealt with many highly successful women who own businesses large and small. It's only that, as a businessman myself, I have seen women (and, of course, men) rise and fall, businesses succeed and fail. So here I come with my soapbox to hand out free advice, and you are free to take it or leave it.

Ladies, it's your life and your money.

TO OWN OR NOT TO OWN?

"I want to be independent. I'm tired of working for someone else."

Many women in America today feel something like this as the lure of owning one's own business in a mechanized, mass-production age grows more enticing.

There is no limit on the age when women can strike out for themselves, and since they are able to embark upon certain types of enterprise without previous training or experience, it is no

wonder that the number of women operating businesses independently is on the increase.

This country primarily was founded on small business enterprise. Since the Korean War in 1950-53, the birth rate for new businesses has gone up. To want to own and run your own business in your own way is typically American and, understandably, the ambition of many men and women, young and older. It is estimated that in 1900 there were one and two thirds million business firms. Today there are over four and a half million—sound evidence of the expanding economy in which we live, and of American enterprise.

On the surface, the idea of owning one's own business seems very attractive. No boss, no time clock, stand or fall on your own brains and initiative. And of course if you didn't have confidence in yourself, you wouldn't consider undertaking this important change solo. Nobody can argue with you on any of the above points. However, it is up to me, as the voice of experience, to call to your attention a few facts pertaining to the independent business situation.

In the first place, not all business ventures work out successfully. Dun and Bradstreet, that bible of business statistics, in a recent report showed that 14,721 businesses failed in the year 1958. It may prove instructive to analyze why.

For one thing, the first two years are the toughest. To get going and keep going—that's the difficulty. Once you're on an even keel, your chances of survival are greater.

Actually, the largest single cause of failure is "poor management on the part of the owner." Under this label are included a multitude of errors and pitfalls, ranging from insufficient capital to insufficient experience in the field, with thousands of nets and traps between.

The U. S. Department of Commerce in No. 19 (1959) of its Industrial Series pamphlets urges the following precautions upon anyone contemplating going into business for himself (or herself):

Your entire mental make-up has a direct and important bearing on whether or not you should go into business for yourself. A practical way

to judge this matter of traits is to compare yours with those of the typical independent businessman who succeeds.

First and foremost, he is the leader type and gets a big kick out of being independent. He has ambition and initiative, energy and good health. He isn't afraid of hard work.

He likes people and he knows how to get along with all kinds and all ages. He is a firm boss but a fair one.

He thrives on responsibility. He takes the bad breaks and good breaks in his stride. He has the knack of sizing up a situation accurately and making quick decisions. If his judgment is wrong, he isn't sunk. Rather he swallows his medicine and determines not to make the same mistake again.

He is honest and pays his bills promptly. His word is as good as his bond. He is businesslike—a good manager. He watches details and knows at all times the state of his business and where it is headed.

He knows when to borrow money in order to take advantage of cash discounts or quantity buys. He also knows when to expand, when to draw in, when to risk and when not to risk.

He gives his customers their money's worth in goods and services. He studies their likes and dislikes; strives to satisfy them without giving away his profits.

In other words, he keeps his eyes wide open, is smart enough to seize a good bargain and honest enough not to take an unfair advantage of anyone.

Lastly, the successful independent businessman feels a definite sense of responsibility to his community. He has civic pride, takes an active part in co-operative efforts to make his town a better place in which to live and work.

How can you determine whether you have the aptitudes to start your own business? Where can you seek advice from an expert to guide you so that you will not, by taking an irrevocable step, end up in a business and a way of life that may not be at all suitable for you?

Before you go beyond the thinking stage, I urge you to contact the vocational-guidance bureau in your community. There you will find trained counselors with whom you can discuss all the angles, especially whether your skills, your experience and all the elements that make you what you are today qualify you to go ahead on

your own, and whether the goal you have your eye on is the right one for the person you are. Although, as I pointed out earlier, there is no one exact answer that even the most highly skilled vocational counselor can give you (for testing is not an exact science), still a competent counselor can make you aware of certain matters, both within yourself and within the situation you are seeking to create for your future, which you, in your enthusiasm or your state of anxiety, may not realize.

To be a successful "small businessman," you must first of all be a Jack (or Jill) of all trades and understand thoroughly the complex facets and phases of the enterprise you have in mind. Even though you may be, let's say, intimately acquainted with the world of women's accessories from years of selling bags, gloves and handkerchiefs in a large downtown department store, aside from handling your own household checking account have you had any experience in business finance and all the ramifications of cost accounting? Have you considered insurance? Do you know about neighborhoods, rents, overhead in general? And how about handling employees? To have got along well with the buyer in your store is great, but *she* gave you orders. Now you'll have to give them—that is, if you can afford a full-time employee at the beginning.

Most businesses require a knowledge of buying: of quality, prices, sources of merchandise, wholesale dealers or jobbers in the field. Do you have any familiarity with all of this, or any special means of familiarizing yourself, so that when you are ready to open up you will feel yourself "not as a stranger"?

How about selling? Do you believe in whatever it is you will have to sell, and in yourself as a salesman? Even though you may plan to have someone else do the actual selling for you, you've got to know all the ways and means yourself before you can give proper instructions and, not to be forgotten, "inspiration." This same principle, of being able to understand and perform every step of your business operation (buying, selling, handling finances, etc.), must be paramount in your thinking and planning. Only then will you be able eventually to delegate authority to others. You, and you alone, are in the last analysis responsible for the

success or failure of your venture. If poor decisions are made, you have yourself to blame. There is nobody to guarantee your earnings—they will be what you yourself have made them to be.

Many people have the idea that being your own boss leaves you free to come and go as you please—your hours are your own, the decision is up to you whether to work for a few days and then take a few off for a visit to your best friend in Canada if you feel like it, or stay home to get ready for dinner company. My own experience has been that owners of businesses, small or large, especially in the beginning stages of development, work longer hours and more days and with a greater intensity than they used to when employed by others. You'll be working plenty of evenings and weekends too if you're on your own. It is *your ambition*, your pride, your faith in yourself, your ingenuity, enterprise, know-how, capital and standing in the community which are involved, and you just can't afford to let yourself down. Therefore you work your head off until your business is on a firm foundation. Then, occasionally, and only then, you can relax. But it's quite possible that by that time you've got out of the habit of relaxing. I'm sure you've been confronted, time and again, with the spectacle of a man or woman, successful as a business entrepreneur, who simply can't get his business off his mind, even while vacationing on the white beaches of Florida. It's even more so in the beginning.

I have known many struggling business people unable to make a success because they have never organized their business properly in the first place. In the early stages there is a tremendous amount of basic organizational work that needs to be done, most of it by you, since probably you won't be able to afford the overhead of expert additional help for a while. Everything has to be worked out concretely and practically, from location and interior office or shop design to hours, to number of employees, not to mention the merchandise or services you are selling. Do you consider yourself adept at organizing from the ground up? If the answer is "No," you'd better not start your own business.

Of course, there is a bright side to setting up a business for yourself, and once you have passed the self-administered test at the end of this section, you will derive many satisfactions from being

on your own. First and foremost, you will take pride in your accomplishment and your position of authority. Moreover, you will be building an investment for yourself which in time should prove valuable. As the owner of your own enterprise, you will never be subject to anxiety about not pleasing your boss and about being fired. Come a rainy day—illness of yourself or your family, trouble at home or elsewhere in which you are involved—your business, now firmly based, should be able to take care of you. Probably your income will rise far beyond what you might have earned if you had remained in a salaried position. You will have status in your community as the owner of a business. You will have the thrill of trying out your own ideas, though, as I indicated above, you will also risk the pain of failure if they shouldn't work out. On balance, though, in business one must be willing to risk a little, believe in one's creative ideas, see things with the long view—that is, if one has first made sure of those foundations I keep talking about.

Now that you are aware of all the pros and cons, here is a handy list of questions for you. If the majority of your answers are honestly "Yes," then it's probably right for you to pursue the course of owning your own business, and good luck to you!

1. Do you have organizing ability?
2. Do you have the ability to reach sound decisions?
3. Do you have initiative?
4. Are you industrious and willing to work hard and long hours?
5. Do you have the physical energy to do the work required?
6. Do you find it easy to accept responsibility?
7. Can you inspire confidence in others?
8. Do you get along well with other people?
9. Do you have sufficient capital to operate a business?
10. Do you have the necessary know-how and experience to operate the business you have in mind?
11. Do you have confidence in yourself?
12. Have you ever hired people to work for you?
13. Have you the temperament to overcome discouragement?
14. Can you handle money well?
15. Have you ever had the experience of meeting a payroll?

WHAT TYPE OF BUSINESS SHOULD YOU SELECT?

Your choice of what business to go into depends, to a large degree, on your native talents and interests, or the type of background you have had. It is usually only common sense to stay in the field that is most familiar to you. Your background of working experience is very important in any business that you go into, and, of course, the kind of education you have had, both in subject matter and duration, has a vital bearing on your selection.

Possibly you have a hobby which might be the basis for a business of your own. If you yourself have a gift or a skill, don't regard it merely as an avocation. Any handwork, like embroidery, knitting, weaving; cooking or baking; any organizing skill, such as running large meetings, affairs, bazaars or lectures for your volunteer organizations; any special talent for inventing games or planning children's parties; a knowledge of music, on either the theoretical or the performing side—these are only a few of the elements in women's backgrounds which, given the right circumstances, may guide one to a business of one's own.

One unusual story we know is that of Lee Andrews, whose organization, Andrews Research, Inc., is a brisk and busy market-research service, located in New York City, with connections and local interviewing facilities throughout the United States. With energy, enthusiasm and curiosity as her outstanding characteristics, the field of interviewing appealed to her, and for eight years she worked as a free lance for various advertising agencies and for others whose purpose was to gather public opinion. In so doing she was exposed to many techniques in this fascinating new profession and soon found sufficient call for her work to employ others and supervise them. It was a small beginning, in her own home. However, as the volume of work grew, so did the scope, and from an interviewing service the business developed into a complete research service. Temperament and experience bolstered by academic training, a genuine liking for the work and confidence in herself helped the business to grow. The New York office now

numbers six full-time employees, and over a thousand interviewers and local supervisors are available in all parts of the country to gather local information. She is one of the few women in charge of their own market research companies. Those first few years when she wondered whether she could keep going on her own have faded into the background. The business, now thirteen years old, has established a momentum of its own. She is among the successful ones mainly, we suspect, because she matched native abilities to job requirements.

The Small Business Administration, which is a part of the Federal government, publishes booklets on various types of small businesses. I suggest that you contact this agency's field office nearest you (see the list in the Appendix) before you embark upon an independent business career.

In the booklet entitled *Starting and Managing a Small Business of Your Own* (1958), the Small Business Administration suggests you check yourself with these questions:

(A check or notation in this column will show you have considered each point)

What Business Should You Choose?

In what business have you had previous experience? _____

In what business do you know the characteristics of the goods or services you would sell? _____

Do you have special technical skills, such as those needed by a pharmacist, plumber, electrician, or radio repairman, which may be used in a business? _____

Have you studied current trends to be certain the new business you are planning is needed? _____

What Are Your Chances for Success?

Are general business conditions good or bad? _____

Are business conditions in the city and neighborhood where you are planning to locate good or bad? _____

What Will Be Your Return on Investments?

How much will you have to invest in your business? _____

What will be your probable net profit? _____

Will the net profit divided by the investment result in a rate of return which compares favorably with the rate you can obtain from other investment opportunities? _____

You might also contact various trade associations covering the field that you intend to enter. The associations have a great deal of information which will be helpful to you in setting up a business.

HOW TO START A NEW BUSINESS

Once you have chosen the sort of business you would like to develop for yourself, it is necessary to decide whether to start a new business of your own or buy a going concern.

If you decide on starting a new business from scratch, one of your first concerns will be how much capital you will require. Insufficient capital (the amount of money you need to launch your business venture) is often the cause of business failure. Without enough money to start with, you will be unable to meet a payroll, purchase the necessary equipment, give credit to your customers, have sufficient merchandise or material on hand and obtain discounts on your purchases which depend on how soon you can pay your bills. Businesses vary in their capital requirements. Ordinarily, if you plan to operate a store or a factory you need more capital than you would for a service company such as a public stenographer's office or a camp counseling service.

Before you take the first step toward starting a new business, it is essential that you consult with an accountant in your community. He is uniquely qualified to advise you as to the amount of capital you need, since his own business is founded on a knowledge of what makes businesses—surely some of them not too different from the one you are interested in starting—succeed or fail. Listen carefully to what he has to tell you, for he, above all, realizes how foolhardy it is to try to operate a new business on inadequate capital. If he errs it will be on the conservative side, and that is all to the good.

So be sure to pay attention to your expert adviser, whether he is your accountant or some highly experienced friend in the same line as that you have in mind. Outsiders with your interests at heart, whether for professional reasons or reasons of friendship, will look at your situation with an objectivity of which you are incapable yourself, fired as you are with eagerness and enthusiasm. Be guided by their estimates rather than your own when it comes to the amount of capital you need to launch your business safely.

Once you have determined with proper help the amount of capital you need, you will have to explore the numerous areas open to you in which to raise it, by borrowing or various other arrangements. But here is a serious "don't." Don't try to start a business with borrowed capital alone. You yourself must have a sufficient stake of your own funds invested in the business to encourage prospective lenders. If you haven't at least part of the money you need, nobody will consider you a good risk.

In trying to obtain capital over and above what you can put into the business yourself, check the following potential sources:

1. *Relatives and friends* who might be willing to make an investment in your company or to loan funds to you at reasonable interest. (This is not recommended. Usually family and business don't mix. The same tendency is true of friends. You may lose your independence if family or friends become an active part or partner in your business—sometimes against your wishes.)
2. *Banks.* Before you actually start in business, select a progressive banker who can be of assistance to you in deciding whether or not you ought to go into business at all. Ask his advice, confidentially, and dis-

cuss your capital requirements with him. He is the one you will be going back to from time to time to borrow funds for use in your business.

Keep in mind the fact that banks normally like to see several years of satisfactory earnings before making loans to small business concerns. Keep your banker advised of the progress you are making. Show him your financial statements as your business develops and profits are made. Your banker will be interested in making short-term loans to you for sixty or ninety days. As your profits continue to grow, you will be able to develop a line of credit with your banker.

Keep in mind also that your banker looks not only at your balance sheet and operating statements, but also at your character and management.

3. *Small loan companies.* If you are unable to obtain a bank's financing, consult the small-loan companies in your city. They will make loans to you, usually small in size, with a high interest rate.

4. *Equipment companies* will sell equipment to you on the basis of a down payment of 20 to 25 per cent. The balance of the payment normally will be made over a period of two years with interest charged on unpaid balances.

5. *Factoring companies* will make loans to you against accounts receivable. In some instances, the factoring companies will notify your accounts that they have purchased the accounts receivable; this can have a serious effect on your relationships with your customers.

6. *Suppliers.* You can obtain a certain amount of credit from your suppliers for materials and merchandise that you buy. This very often provides business firms with working capital. It is important, however, to keep in mind that you must meet your discount dates or you will lose credit from your suppliers.

Again a word of caution. Be certain that you have sufficient capital of your own in your business before you get started. It is your responsibility to have the capital to meet payrolls and pay your bills.

There are many "small-business investment" companies presently being organized. Check in your community to see if you can obtain a loan from one of them. I also suggest that you obtain from the Small Business Administration, Washington 25, D. C., their very helpful pamphlet called *Planning Your Working Capital Requirements*.

SHOULD YOU BUY A BUSINESS?

Many people prefer to buy a going business rather than to start a new business venture with all the labor pains involved. What are the advantages and disadvantages of buying a business already in existence?

ADVANTAGES

1. You will save a considerable amount of time and effort in getting the company up to a break-even point.
2. You will save the time and trouble of buying equipment and merchandise.
3. You will have employees who are familiar with the business.
4. You will have a list of customers who are in the habit of coming to you.
5. You may possibly purchase a business at a bargain price.
6. You will have a proven location.

DISADVANTAGES

1. You are buying the previous owner's headaches and maybe paying for some of his mistakes. He may have dissatisfied customers and a poor reputation with his suppliers.
2. The price you pay may be too high.
3. The merchandise or materials on hand may not be saleable.
4. You may be buying a poor location.
5. The fixtures you are acquiring may be inadequate.

Before making even the first small move to acquire a going business, consult a lawyer. Though you will have to pay him a fee, it will be money well spent and may save you a costly and perhaps irrevocable mistake. Your lawyer will point out to you the pitfalls possibly lurking behind that tempting façade. He will be able to confirm or deny the validity of the seller's claims and, with your interests in mind, pass on the terms suggested by the seller.

Also, consult an accountant to review the financial statements submitted by the seller. He is the one to determine whether the business is profitable, or potentially so. He will be able to indicate to you the extent of the liabilities you would assume with the purchase of the business.

The Better Business Bureau has issued the following words of caution to those interested in buying a business:

1. **Advance Fee.** If your business needs financing, don't fall for an unscrupulous promoter who offers to arrange a loan if you first pay his expenses. Front-money operators may offer to incorporate your business and assist in selling stock. But, when advance fees have been paid to them or their associates, service usually stops or is found to be worthless.

2. **Business Brokers.** Some business brokers, in acting as agents for sellers of businesses, are irresponsible, unfair to prospective purchasers, avoid all liabilities, and are interested only in collecting a fee. Do not be rushed into a deal. Get all verbal understandings in writing from the seller. Put the deal in escrow with a third, reputable, disinterested party. Before you sign an agreement to purchase, have all papers checked by your attorney and all books and records showing earning capacity, past profits, inventory, equipment, obligations, etc., checked by an accountant.

3. **Buy-Back Contracts.** Buy-back contracts, like money-back guarantees, are no better than the guarantors. They are frequently worthless promises made by dishonest promoters.

4. **Job Investments.** Invariably large earnings or a better-than-average weekly salary are offered to those who will "invest" in the business of a promoter who misrepresents.

5. **Listing Fee.** This is a variation of the Advance Fee Scheme. The fake business broker gets you to pay a fee for listing your name with him for finding the type of business you wish to engage in. Listing fees are sometimes disguised as expenses for advertising or circularizing prospects.

6. **New Promotions.** Decide whether you can afford to lose before you invest in any new enterprise. A large number of new enterprises fail.

7. **Partner Wanted.** Partner-wanted propositions are sometimes nothing but deceptive frauds to get your investment in a supposedly profitable business claiming the need of new funds. In a partnership, each partner is responsible for all the debts of the firm. Know your partner.

8. *Patents and Inventions.* Investments in new inventions, patents, or patent litigation ventures are usually risky speculations and sometimes frauds.

9. *Territorial Rights.* Should a high-pressure promoter lure you with the right to sell his product in exclusive territory, reserve your decision until you possess the facts. Some promoters misrepresent their products to get quantity orders and often sell several people the same territorial rights.

Before signing any papers for the purchase of a business, be sure that you have a clear understanding of the responsibilities of both parties. State laws also affect the sale of businesses. Don't forget, your lawyer and your accountant are your safeguards.

One more word of caution: Beware of swindlers. There are many plausible-looking schemes that may be brought to your attention when it is known that you are looking for a business to buy, which will not stand up under close investigation. If you have any doubts whatsoever, consult the Better Business Bureau in your community. This bureau exists to protect you against dishonesty of the above and every other sort in the local business world. With the aid of the Better Business Bureau, your lawyer, your accountant and your own good sense, you ought to be able to steer clear of fraud and embark upon a venture which is as right for you as is humanly foreseeable.

Go slowly, in any case. You are playing for keeps.

SHOULD YOU OPERATE A BUSINESS AS A SOLE TRADER, A PARTNERSHIP OR A CORPORATION?

Whether you purchase a going concern or start a new business, it is necessary that you determine whether you will operate as an individual proprietor, a partnership or a corporation. Again, this is a matter for you to discuss with a lawyer.

The easiest way to get started is as a *sole proprietor*. There are

no formal papers to be signed. You can do business anywhere in the country without a corporate charter or a partnership agreement. You have freedom of action—all profits are yours, and of course you are solely responsible for all losses. You can keep the earnings in your business or withdraw them as you wish.

While most business firms operate as sole proprietors, since it is the simplest way, there are certain disadvantages. For instance, there is unlimited personal liability for the debts of the business, which are assumed by the person who operates as a sole proprietor. Also, as a sole proprietor you may have difficulty raising capital. And on your death there could be changes in ownership—which will not be so in a partnership or a corporation.

Many firms operate as a partnership. Two or more people form a partnership by signing an agreement which provides for capital, duties, salaries, dissolution, etc. It is usually easier to raise capital for a partnership than for sole proprietorship. A partnership dissolves on the death of any of the partners.

The disadvantage of a partnership is that each partner is responsible for the business debts of the other. If you have a partnership, make sure that you have a written agreement between you and your partner which clearly defines your mutual responsibilities.

Many businesses are operated as corporations, in which the liability of each stockholder is limited to the amount of money invested in the corporation by each stockholder.

If you wish to organize a corporation, your attorney will prepare and file articles of incorporation in the state in which you will operate your business. You will receive a charter from the state to conduct your business venture. You will issue stock and operate according to bylaws. You will have a board of directors to conduct your business affairs.

One important advantage of operating as a corporation is that your personal liability for corporate debts or claims is limited to the amount that you have invested in the business. Besides, the corporation continues after the death of a stockholder. Though it is usually easier to raise funds for a corporation than for either a sole proprietorship or a partnership, the taxes to which a corporation is subject must be taken into consideration.

It is essential in getting started in any business that you select that form which is most favorable to you in that particular enterprise.

Your lawyer, here again, will be your guide.

WHERE SHOULD YOU LOCATE YOUR BUSINESS?

The proper selection of a location is of utmost importance to business success. For example, if you intend to open a retail store, consider the following:

1. Should you locate in a downtown area, in a suburban shopping area or in a well-traveled business section?
2. What is the estimated purchasing power of the area that you might select?
3. Which side of the street would be the best for you?
4. What is the competition in the neighborhood?
5. Can you get competent help in the proposed location?
6. Are business firms moving out of the area?
7. Are there any zoning ordinances that prevent you from operating a business in a particular area?
8. Is the city large enough to support your store?
9. Is there good parking nearby?
10. Is the location likely to improve in the years ahead?
11. Is public transportation available?

Real-estate brokers can assist you in finding good locations. They are aware of the population movement from one area to another and can prevent you from opening a store in an area that is going downhill. Keep in mind that the growth of suburban areas is continuing at a record pace.

When you find a good location, you will have to determine what the fair rent for the store should be. Never forget that if your rent is too high you cannot operate a successful business. Figure your rent carefully, not only from the standpoint of the cost of the rent but also from the standpoint of the revenue that the location will produce. As you decide upon your location, keep in mind that

you will hope someday to expand. Does the location have possibilities for expansion?

These, then, are the matters you must think through before you reach the decision of whether or not to own your own business. I suggest, though, that you also consider the variations of business independence discussed in the following chapters.

CHAPTER 27

How to Operate a Franchise Business

TODAY, more than ever before, people are going into business as part of a franchise program. If you look under the heading "Business Opportunities" in any sizable city newspaper, you will find attractive offers for both men and women to go into business under a franchise plan. Earnings of from \$10,000 to \$30,000 a year are held out as inducement. If you want to go into business for yourself, you will certainly be fascinated by the many advantages provided by a franchise plan, though of course one must beware of expecting too much too soon.

Just what is a "franchise plan"?

The easiest definition is to find an example. Undoubtedly in your community or on its outskirts there is a restaurant drive-in, bearing a certain name—let's say Millie's Fair Play Drive-in. Millie is the woman who holds the franchise. The Fair Play Company has similar units throughout the United States, each operated by a proprietor under contract to the company. Millie (no doubt a woman who has grown up in the neighborhood and is known to a great number of people in your town) is, up to a point, independent, like the owner of any business. However, she has certain obligations, since she operates her business under a franchise plan.

Under such a program you have a contract to operate a store or service under the name of a national organization. You agree to buy your supplies and equipment from the franchising company. You receive in return advertising materials, sales aids and complete instructions on the way to operate the business, and you get the benefit of many advantageous savings made possible through mass buying by the franchising company for all similar units. You benefit also by a national advertising program and marketing experience to aid you in selling your product or service. Actually, you are an independent operator, free to come and go as you please, but there are certain standards as well as rules and regulations which you will be required to meet in order to continue holding your franchise.

Many of the franchising companies offer a complete service in the selection of the proper site, the type of store or drive-in to be constructed, how to fixture the unit, etc. Some franchising companies offer financing plans, so you will not need a great deal of money of your own to start in business. Some plans permit you to make a down payment and to pay the balance out of profits. Many franchising companies charge a fee for the initial license. Others do not charge a fee, but under their plan you are required to buy from them certain equipment and supplies. This assures the use of uniform supplies and service. Many franchise agreements have a quota of sales that must be reached annually or the franchise can be withdrawn.

Each year at least a hundred new franchise programs are offered to the general public. Many of these have great merit, others are still in the trial period and may well need further testing before they can be considered successful. Some of the popular types of franchise programs today are: swimming pools; dance studios; pizza stores; rent-alls; mobile units; diaper service; laundries; vacuum cleaners; bookkeeping services; income tax reports; doughnut, ice cream, soft drink and hamburger stands; car-washing units; laundromats; motels, etc.

Many of these companies offer their franchises to people who are either working at jobs or have another business but want to earn extra money on a part-time basis. I have found that many

women who are dissatisfied with the earnings of their husbands and feel that they are on dead center as far as future employment opportunities are concerned, have turned to franchise programs and are now successfully operating their own franchise businesses, sometimes together with their husbands.

Let me tell you a little bit about our franchise program at Manpower, as a guide for you in reviewing other franchise programs. We started our Manpower franchise program eight years ago because we felt that there were many men and women in this country who wanted to be in a business of their own but also wanted to be part of a national organization that could furnish to them sales know-how, advertising, administrative help, etc. Our franchisees receive many aids from us which are important to them in the successful operation of their business. In the first place, our franchisees come into our home office for a complete course of training in the operation of a Manpower office. They are taught all of the fundamentals in the operation of our type of business, including interviewing, testing, handling of administrative problems, selling, etc. Consequently, when our franchisees open their offices they have complete indoctrination, thus eliminating the need to learn through costly trial and error. Ours is a program which has been tested and proven successful.

We furnish our franchisees with national advertising, national sales programs, marketing aids and national public-relations plans. Our franchisees obtain the advantages of mass purchasing of direct-mail advertising and are saved the time, trouble and effort of purchasing their own advertising locally. They have the benefit of our expert advertising-agency counsel in the preparation of direct-mail pieces. The materials that are sent to them for use are tested and the chance of an ad not "pulling" is removed. These are some of the advantages that are offered to a Manpower franchisee. While he or she may be an independent operator, following our suggestions is a sure guidepost to success.

It is important that you find the right franchise for you, if you are interested in going into business as part of a national organization. Obviously, it would be foolhardy for you to blindly accept the franchise that holds out, through its ads, the greatest earning ca-

capacity. First you have to determine whether you have the basic qualifications for the particular franchise that is offered to you. Over the years I have seen many franchise offers. They all look exceedingly attractive on paper, but there is a right franchise for you and a wrong one. As in going into business completely on your own, be very careful to investigate every aspect of a franchise offer with the help of your attorney, your accountant, and your banker. Over the past five years I have talked to a number of people who have been interested in becoming a part of our Manpower franchise program. At the end of each discussion, I always say something like this: "Think over our program very carefully before you reach a conclusion. Don't rush into it. You must be absolutely certain that you are qualified to do the required type of work, that you like our type of work, and that you are willing to work hard, our way, to achieve success."

I think this is good general advice for anyone wishing to start a business under a franchise agreement: Be cautious, be conservative, be honest with yourself. Your entire future will be involved in your choice.

In any franchise program you will be making an investment not only of money but also of time and effort. You must be completely satisfied, before you sign your name to the contract, that the program has everything in it that you want. I have often found that people who hurry into programs without being properly equipped through either training, experience or physical ability often have lost their investment as well as many years of time and effort. I have found also that there are some people who are too proud to admit that they have made a mistake in their selection of a business, and therefore they hold on to it too long, at a further personal sacrifice to themselves and to their families. These mistakes of judgment often end up in bankruptcy and disappointment.

I repeat, if you go into a franchise program be prepared to follow the pattern of operations suggested to you. Don't say to yourself, "My city or my store or my customers are so different from those in other cities that I cannot follow the national program." I don't believe that there is much variance regionally in

people's tastes and buying habits, and any successful franchise program offered to you will take into consideration such slight differences as may exist. Operate your business on the assumption that the franchising company has spent years in scientifically testing the program that has been given to you. Never lose sight of this.

In going into any franchise program, you will be asked to sign a contract. This is an important piece of paper and should be considered very carefully by you and your lawyer before you sign. Companies which have been in the franchising business for a long period of time offer contracts that are fair to both parties. Nevertheless, you ought to know exactly what your obligations are, as well as the company's obligations to you, and these should be spelled out in a contract. I'd like to give you my thoughts on what you should look for before you sign a contract:

1. Check carefully the financial condition of the company offering you the franchise. What is the net worth of the company? Your bank can get information for you through other banks and through Dun and Bradstreet. Ask the franchising company for the name of its bank so that your own bank can make the necessary inquiries.

2. It is important that you be satisfied that the reputation of the company is solid. Find out who the principals of the company are and how long they have been in business, and again check through your bank to find out the background of the principals. Be sure that the officers of the company are experienced and are actively engaged in the business and that it is not a sideline venture with them. Try to determine whether they have had years of experience and background in the business being offered. Find out about the management of the company. How experienced is the second line of management? Check your local Better Business Bureau to see what information they have on the company.

3. What is the local need for the service or product that you will offer in your community? Check carefully into the competitive situation. Are you going to open up a business in a territory that offers you too small a potential, or is there a large unfilled demand for your product or service? You may well find that the territory

offered to you is too limited and cannot provide you with a satisfactory living. Is the product seasonal? Know your market potential. Be sure you can get delivery of the products you agree to buy.

4. Check carefully other franchises operating under the same company name in your general area. You will be able to determine by a visit with other franchise operators whether they have been successful, whether the company stands behind its promises and whether the product or service being offered is needed and well received by the buying public. Check the records; don't look only at sales figures—check the net profit. Do not confine your visits merely to franchisees that have been suggested by the company. Look for those who have not been as successful or who are having trouble in developing a successful business. You can, through your discussions, foresee your own possible hurdles and obstacles and be guided accordingly.

5. In reviewing the contract, be sure that there is a complete understanding on the following:

Territory assigned to you. Will you have an exclusive area in which to operate, or will the company be able to sell other franchises in your territory?

How long will the contract extend? Do you have options to renew the contract, for your own protection, if you are successful? How long are the renewal periods?

Are the benefits that you will receive spelled out clearly?

If there is a sales quota, is it fair and can it be reached easily? (Under most contracts, if you do not reach your quota the contract can be canceled.)

Does the franchising company have the right to cancel the contract? If it does, what are the circumstances under which the contract can be canceled? Will the company buy back the equipment and supplies? At what price?

Do you have the right to cancel the franchise?

What will happen to the franchise upon your death? Will your husband have the opportunity to keep the franchise and run the business?

Is there a clear understanding as to what advance fees and continuing fees are to be paid?

Is there a clear understanding concerning the purchase of supplies and equipment, and are you certain that the delivery to you will be prompt?

If you and your attorney are satisfied that all of your questions are properly answered, pause once more before signing the contract to be sure that you are sure. The franchising company too wants to be sure. They have no room for failures. Talk over carefully your background, personality and experience with the franchising-company representatives to be sure that it fits in with the program suggested.

Be certain that you have sufficient capital to launch and operate the business. Keep in mind that while you are building it up you will need income to support yourself. Your accountant can give you some projections and figures which will tell you exactly how much capital you should have available each year so that you will not be strapped for working capital. I have seen many people underestimate the capital requirements of a franchise business. Don't fall into this trap. Capital is needed to operate most businesses, including the franchise variety.

Above all, be satisfied that you are willing to work the necessary hours and devote your full energies to the operation of a successful program. Be sure that you have the training and experience required. I don't know of any franchise program that can be operated without a great expenditure of time, money and effort. In my opinion, there are no get-rich-quick schemes that will stand up under thorough investigation. The ads that cite successful franchise operators are referring to men and women who have worked hard over a long period of time to develop their programs.

How can you get information about franchises? As I said at the beginning of this chapter, many of the newspapers, particularly in the large metropolitan areas, list franchise ads under "Business Opportunities." If you are interested in complete information about franchises, I would suggest that you write to National Franchise Reports, 333 North Michigan Avenue, Chicago, Illinois. For a subscription of \$12 a year, you will receive a monthly publication containing a detailed report of franchises that are available for your consideration.

In my opinion, the franchise field offers a tremendous opportunity for men and women seeking to own their own businesses. There are thousands of men and women making the highest

incomes of their lives. What you will earn depends on you primarily, plus the proper selection of a company and a product or service. But before you cast your lot with any franchising company, make certain, first, that the program will be to your liking; second, that you have the qualifications to secure success for yourself in that particular business; and, third, that you have the capital to carry you through the early years.

CHAPTER 28

Self-Employment in the Home

EACH YEAR we receive at our office thousands of letters postmarked in every section of the country, from women confined to their homes for one reason or another. Sometimes it is because they are on isolated farms; often it is because of the prolonged illness of husband, aged parents, or children. I can read between the lines just how desperately the writer wants work to do in her own house at her own convenience, and it is always hard for me to have to answer in the negative when the need is so apparent. However, sometimes I am able to make constructive suggestions. Self-employment in the home is recognized as an outlet for talent and a means of making money, and many aids to establishing this sort of enterprise exist for women who wish to do so.

If you are interested in starting a home business, you can get information by writing to the Small Business Administration of the U.S. Department of Commerce, Washington, D. C. Ask for Business Service Bulletin No. 95, *Information on Home Businesses*, or No. 98, *Information and References on Handicraft and Home Products for Profit*. Or see what you can find in your local public library.

If you think it is better for your present mode of life to work in

your home than to seek a job outside, there are various matters to be taken under consideration. The sort of work available falls into two main classifications, working for others in your home and working on your own in your home. Let's discuss them one at a time:

WORKING FOR OTHERS

There are legitimate companies and individuals who give out work to be done at home. For instance, office skills are sometimes utilized by organizations listed in the classified telephone directory as addressing and letter services, lettershops or mailing services. These companies give out envelopes or postcards to be addressed by typewriter or even by hand, in your own home. The pay is on a piecework basis, so many dollars per thousand. Sometimes companies specializing in typing manuscripts for authors give out work to qualified typists to do at home. The rate here is carefully stipulated, either by the page or by the hour—the latter if an electric typewriter is used. There are also opportunities for women to sell products from their own homes, by mail order, by telephone or on a direct-to-consumer basis (see Chapter Twenty-nine).

However, beware! In your eagerness to answer the many ads that appear in newspapers for people to do homework, you may fall into the trap that thousands have fallen into before you, and it will be just too bad. It's a time-hallowed fraud which the government is well aware of and is constantly trying to track down, but the perpetrators of the fraud are clever and elusive. I shall list below some of the things you should look out for when answering an ad for making money in your own home:

Be careful of an ad that reads like this, in the help-wanted section: "LADIES—EARN EXTRA MONEY ADDRESSING POSTCARDS AT HOME."

The catch here, and in similar ads, is that you may have to buy a booklet of instructions for a quarter, a half dollar or even a dollar before you receive any cards. And then you will make money—if at all—only if the persons to whom the cards are addressed (by

you, at your own cost and risk) buy the product that is advertised thereon. Often there is no real product, and the "employer," to evade detection, merely changes the number of his post office box and invents another fictional product to dangle before the nose of the unwary.

Beware too of unduly large earnings that are supposedly promised.

In a pamphlet issued by the Better Business Bureau, eleven different schemes are listed which, though apparently offering home employment, actually take money instead of paying it, through selling books of instructions, do-it-yourself kits and other phony devices. The Bureau warns everyone to determine, before investing money in one of these schemes, whether the proposition is genuine. This you can do by inquiring politely what your status will be as an employee, what salary you can expect, how you can check on the commissions that may be owing you and whether you may obtain the names of people previously employed by the firm. If the replies (though often these inquiries produce none) make you suspicious, check with your postmaster or the Better Business Bureau.

However, as I said above, there are legitimate offers for work in the home in which the employee does not have to lay out any money. In some states, certain kinds of homework are regulated by the state labor department and require registration. Be sure to look into this before you sign on the dotted line. It's always safe, before committing yourself, to consult some friend whose worldly wisdom and business acumen you respect.

Certain jobs, if you are employed by a company, make it necessary for you to go out and meet people. Before you take one on, be sure you can get away from home when you have to. Also, when you work for someone else you must meet deadlines. If you have any doubts, on the basis of your home responsibilities, about your work being on time, better turn it down. A person employing you on your own premises has the right to expect that you will fulfill his requirements in respect to volume, time and orderliness. If he suspects that you need supervision, he will not continue to send you work.

Often a woman chained by circumstances to her home is under a handicap, but she must not allow herself to burden her employer with this fact. If she feels too sorry for herself, her employer may begin to doubt the quality of her work. He will respect her for her uncomplaining courage if, in spite of her handicap, which he is probably quite aware of, she does her work well, without alibis, and gets it in on time. The very fact that she is given work to do, apart from her nursing and housekeeping duties, should cheer her up. She is expanding her perforce limited horizon and making money at the same time. Surely this is an improvement.

One word of warning: Whatever work you do at home, take every precaution to put it away properly and safely between working sessions. I know of one horrible catastrophe that befell an author who had taken the only existing copy of his new novel to a typist. The dog chewed it clear through from page 100 to the end, and naturally after that the author changed typists. There is also the sad story of a small boy who crayoned most of the newly addressed envelopes his mother had left for a moment on the dining-room table while she answered the telephone.

Another word of warning: If you are looking after an incapacitated person, it's not unlikely that he or she will resent your giving time to work of your own. Arrange things so that you will be able to preserve this small measure of independence and your income derived from it, by perhaps enlisting the shut-in's interest and cooperation in the project, or possibly letting him give you a little simple aid.

Remember, a job is a job and an employer an employer, whether you work in an office or in a home, and the same general rules for advancing on your job (within the limits of your situation) apply to both. Better review Chapter Twenty-one on that subject.

WORKING ON YOUR OWN

There are a great many things to think about before you make a final decision about putting yourself to work as your own employee in your own home. First you must think through clearly these basic questions:

1. What is the skill or service that you have to sell?
2. How and where do you want to sell it—by phone or mail, or in your own home?
3. Is your home practical for the purpose—first, in regard to location, second, architecturally?
4. Are there zoning regulations prohibiting business in your area?
5. Have you the patience and persistence to build up a small business from scratch?
6. Are you orderly-minded enough to keep proper records and carry on your enterprise solo, in a businesslike way?

Once you have satisfied yourself that you can answer "Yes" to the above questions, you can get down to cases and, on the basis of your interests and qualifications, as outlined in Chapter Four, decide in what general area the work of your choice will lie.

Let's say, under *Selling*, you decide to put to work your connections, from your girlhood in northern Wisconsin, with some of the Scandinavian families who produce delightful arts, crafts and food products. Since you are of Scandinavian stock yourself, you might open up a Little Norway or Sweden or Denmark shop if you have available space. Your community offers nothing like this, and you would provide a needed source of novelty gifts.

Manufacturing might mean that you acquire a simple, one-man knitting machine and turn out knitgoods, according to pattern, which you put together by hand. You might develop a real following for your product.

Services could include fine mending, alterations, catering, or taking care of people's children.

Under *Arts and Crafts* would come your skill in ceramics or painting, weaving or woodwork, which you would display and sell in your home.

Collectors' Items is special. You have to be a collector yourself to appeal to one. But anything from antiques to shells might be the nucleus of such a business.

Growing and Breeding could be indoor or outdoor planting, raising tropical fish, producing rabbits, chickens and eggs, minks or chinchillas, if you have the knack and the space.

And not included in the above list, but implicit in this entire

section, is the possibility of thinking out for yourself the unique service, skill, experience, or connection you have on which you might found a business.

For instance, one older woman in New England whose lameness prevented her from going outside during the cold winters felt that there might be a market for amuse-yourself-in-bed kits for sick children. She'd been assembling them for her own grandchildren for years, using all her ingenuity and manual skill and knowledge of children to put together little items for sick-abeds. She advertised in a local paper, and the response was immediate and gratifying, so she branched out, in time acquiring a national clientele. She has several assistants now and is a happy (as well as prospering) lady approaching the eighty mark. The work she devised has helped others and helped her, and now it can almost run itself, thanks to her orderliness and native executive ability.

Mrs. Louise Montgomery Williamson of Edwards, Mississippi, who for years supported her invalid husband and children as a social worker, found upon his death that she could not stay away from home so much. At the suggestion of her brother, she went into the candy business in 1948, and despite no previous business experience, she has been so successful (1,500 to 1,800 customers a month) that she was chosen, in 1959, for her "great courage, faith, and good will," as one of the seven "Great Living Americans" by the U. S. Chamber of Commerce and also named "Woman of the Year" by the Vicksburg Business and Professional Women's Club.

The New York State Department of Commerce issues a booklet entitled *102 Ideas*. It gives women a program for businesses of their own, and it offers many helpful suggestions on how to use one's talents and abilities. One of the classifications stressed is "community needs," which includes such items as swap and thrift shops, or exchanges; another is party services, which includes all arrangements for children's parties, weddings, showers and other adult parties in other people's homes. Children's role as consumers is stressed. Baby-sitting (of course!), tutoring, day nurseries, day camps, storytelling and children's furniture rental service for visiting small fry are a few ideas. Household services are always in demand, from personal shopping for housebound or out-of-town

people to wrapping and mailing services, sweater laundering, opening and closing summer (or winter) houses and, if you are a handy Andy, a fix-it shop. With ingenuity, skill and a knowledge of where the needs are in your neighborhood, you might build up a profitable enterprise without having to expend too much capital.

One of our good friends who has always had a way with flowers—her vases and centerpieces always won firsts in the flower shows and the state fair—decided that she'd done enough free flower arrangements for the local women's clubs and her less gifted friends who constantly clamored for her services when they were doing special entertaining. She recently opened a studio in the room over the family garage, in which she creates flower arrangements to order, and has added to her services the teaching of the art to others. It's especially gratifying to her now, since her husband, who just retired from his job in one of the banks downtown, is delighted to take care of wrapping and deliveries and to help her with her bookkeeping, in which she admittedly does not shine.

This leads me to the last—and certainly not least—of all your considerations before you decide to employ yourself in your home. Be sure that you are on solid financial ground before you take the final plunge. I suggest that as a last step you turn back to Chapter Twenty-six, which is about owning your own business, and reread the section headed "How to Start a New Business." The same rules apply to a business in your home as out of it.

So now you are ready. The rest is up to you.

Below I have listed a few other occupations which women have successfully set up as home businesses:

- Correcting papers for teachers.
- Typing students' term papers, theses, etc.
- Reading and editing manuscripts for publishers.
- Copying music for composers.
- Embroidering monograms for linen shops.
- Making baby layettes.
- Giving foreign language lessons.
- Giving English lessons to the foreign-born.
- Giving brides courses in cooking and homemaking.
- Dressing dolls.

Furnishing dollhouses with furniture to scale.

Making infants' toys.

Hand-knitting or crocheting garments to order.

Making tapestries or hooking rugs.

Designing bookplates.

Making jewelry or other objects out of shells.

Doing research for authors or companies (at the library, writing it up at home).

Furnishing a gift-wrapping service.

Hand-decorating household objects, such as tissue boxes and wastebaskets.

Cooking casserole meals to send out.

Maybe these will give you some ideas, if your mind is not already made up. Stranger things have happened!

CHAPTER 29

Direct-to-Consumer Selling

WOMEN—Own your own business! Earn \$100 to \$200 a week in your spare time!

MANY SUCH ADS, appearing in your local newspaper, offer an excellent opportunity to put your extra hours to work. In the past few years the direct-to-consumer field (commonly known as house-to-house selling) has attracted increasing numbers of women. Every day tens of thousands make their living selling products or services either on a house-to-house basis or on a "party plan." Let's look at some of these programs to see if this sort of work appeals to you.

If you have an aptitude for selling and time to spare, you may find it profitable to get in touch with some of the organizations in the direct-to-consumer field and consider taking on one of their lines. Products sold on this basis include cosmetics, encyclopedias,

chinaware, kitchenware, reducing equipment, clothing, linens and many more. Work of this sort requires the ringing of strange door-bells and trying to get invited inside so that you may make a presentation of what you are selling. If you are timid or easily offended, this is not the field for you. Many busy housewives resent door-to-door salesmen, although there is a tremendous amount of business done on this basis throughout the country. But perhaps you yourself have been guilty, if you were interrupted by a magazine salesman or a vacuum cleaner vendor when you were in the midst of a tricky cake or a card game, of sending him (or her) on his way, unheard.

Nevertheless, enough salesmen (which includes women) get inside so often as to make this kind of work extremely profitable.

Some companies, particularly in the cosmetic, china and kitchenware fields, have recognized the importance of prearranged "parties" for selling directly to the consumer. These so-called "party plans" have proved very successful. This is how they work: A housewife, generally a woman well known to have a large group of friends, is asked officially by the company to meet a counselor or sales representative. If the woman is agreeable, arrangements are made for her to give a party for her friends. A presentation is then made to a group of a dozen or so women and orders are taken on the spot. Generally it is a festive occasion, with refreshments (sometimes cooked by the demonstrator on the ovenware or the miracle electric skillet). Of course the hostess who has arranged the party in her home receives a gift (perhaps of the product, if it is a relatively small one) from the salesman or counselor. The most effective programs usually offer an instructive talk or demonstration while displaying the product, providing a real inducement to attend.

If you think you would be interested in representing a company on either a door-to-door or a party plan basis, be sure that you understand fully what is expected of you. Some companies charge for the kit you need for your presentation. Careful investigation may reveal that the product is not at all what you thought, and, moreover, that the money for the kit is not refundable.

On the other hand, many companies helpfully give you leads

they have received directly through mail or telephone inquiries. Your prospective purchaser is eagerly awaiting a call from you to set up an appointment—no chance of being rebuffed here.

Check with your local banker and the Better Business Bureau on the caliber of the company you are interested in. Also check into possible competition in your area that covers the same or similar products and services door to door. A competitor who has been making headway with a reliable product for months or years would seriously interfere with your own chances.

There are state laws prohibiting the sale of certain types of product and service on a direct-to-consumer plan. Familiarize yourself with the laws in your own state. If legally the coast is clear, and you have the requisite personality, you can earn substantial amounts of money for spare-time work.

There is also the opportunity for you to become an area manager and a regional manager as you build up your sales volume. A management position of this kind means that you direct and supervise the salesmen, and draw an "override" on their earnings.

Before you undertake a commitment in direct-to-consumer selling, ask yourself these questions:

1. Do I enjoy selling?
2. Do I enjoy people?
3. Is the company proven 100 per cent O.K.?
4. Can I meet and beat the competition in this field?

If you can give satisfactory answers to all the above, great! If not, go slowly. Better be safe than sorry.

If you want to learn more about opportunities in this field, check the ads or write to:

Salesmen's Opportunity Magazine
850 North Dearborn Street
Chicago 10, Illinois

CHAPTER 30

Work for the Physically Handicapped

IN MY SENIOR YEAR at the University of Wisconsin there were about fourteen of us living together in a fraternity house. Naturally many of our evenings were spent in discussing what was in store for us after graduation. We were about to enter the business world in the heart of the depression, but each one of us was convinced he would succeed nevertheless.

Among the most optimistic of us was George Barr, whose ambition was to become a chemist. I remember long talks with him about the field of chemistry for which he was so well equipped. But immediately after graduation, tragedy struck. George was badly hurt in an automobile accident which resulted in the necessity to amputate one leg. It seemed as though that would finish forever the brilliant career George had built up in his mind.

Well, perhaps a lesser man would have given in to the emotional depression and the sheer physical readjustment that came in the wake of so serious a setback. But not George. With characteristic determination, he made up his mind that, handicap or no, he'd go ahead as planned. Of course he lost his job, but not his mobility. An artificial limb restored that. He used his knowledge of chemistry to invent a wave-set formula for the hair, which he sold to consumers. In time he opened a small factory with only one stipulation—that it employ handicapped persons. His first partner was a deaf mute, an old classmate. Today his company employs 200 persons, two thirds of whom are disabled in one way or another. Some are blind, some lack limbs, others are deaf mutes. But they produce—not only in work performance, but in morale. Those who visit this plant, which is a showplace of its kind, always come away impressed by the spirit of the workers.

Recently I had occasion to speak to George about his success in employing the handicapped. He made it very clear to me that if a disabled man or woman is placed in the correct job, he performs not only as well as, but often better than, a person without an impairment. Often people who are deprived of one faculty compensate by acute sensitivity and capability in another, and so it turns out in George's factory. The blind perform one set of operations more swiftly and accurately than those with sight; the deaf mutes, better than those with hearing. George himself has won recognition for his splendid work both in his state and nationally, and his plant is a model for other employers who want to extend a helping hand.

It has been estimated recently that there are more than two million handicapped people in this country. My firm feeling is that all of us should share the responsibility to help them by giving them every chance within our power to find useful places in society. Many national organizations, such as the Chamber of Commerce of the United States and the National Association of Manufacturers, are constantly urging employers to expand job opportunities for the handicapped. Our President has a Committee on National Employment of the Physically Handicapped.

Although much good work has been done, much still remains to be done. There are still too many employers who fail to recognize that in this special group there is a fine reservoir of manpower to be utilized, if correctly placed.

In my opinion it is essential that employers be persuaded to fill vacancies on the basis of ability to do a job rather than physical fitness. They must be taught that handicapped persons are not difficult to deal with—rather, the reverse. Their performance has proved outstanding, their safety record (for a handicapped person has to learn to be careful) is most impressive. There is less turnover and absenteeism in their group than in the average. Why? Because they are proud and happy to be able to work.

As I travel around the country I find an ever increasing interest among businessmen in the possibilities of employing the disabled, and also in helping to introduce constructive programs for such persons in areas where they do not exist. They agree with me

that every sizable community should have a rehabilitation center where the handicapped may go for help, psychological and vocational as well as physical. Through proper counseling in all of these departments, men and women can be redirected to lives of independence and usefulness within the limits of their disabilities. The U. S. Employment Service is active in placing handicapped persons, and so is the Veterans Administration. The latter also provides facilities for training and placement of veterans.

Often home study programs are recommended to prepare the handicapped for employment. If a person is unable to go outside the home to work, training may be available for work that can be done with pleasure and profit in the home. A review of Chapter Twenty-eight may give you some practical ideas, if you happen to be handicapped yourself. Or, if you are not, you may get from it, and from the example of George Barr and his own comeback and the chance he has given to his fellow handicapped, an inspiration for yourself to give both new courage and practical suggestions to disabled individuals in your own neighborhood.

The important thing to remember, no matter who you are, is that a disability does not mean unemployability. Given the right setting, it means the reverse.

Bibliography

This modest sampling represents only a few of the numerous works consulted; the literally hundreds of magazines and newspapers which I clipped over a period of years; pamphlets and booklets on various special topics; and, above all, the admirable publications of the United States Government, which are available to everyone for a very low fee or none at all. Chief among the latter is the Occupational Outlook Handbook, priced at \$4.85, which you can send for at the Department of Labor in Washington.

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